

# Public Document Pack

## LANCASHIRE COMBINED FIRE AUTHORITY

### PERFORMANCE COMMITTEE

Thursday, 7 June 2018 in Main Conference Room, Service Headquarters, Fulwood commencing at 10.00 am.

IF YOU HAVE ANY QUERIES REGARDING THE AGENDA PAPERS OR REQUIRE ANY FURTHER INFORMATION PLEASE INITIALLY CONTACT DIANE BROOKS ON TELEPHONE NUMBER PRESTON (01772) 866720 AND SHE WILL BE PLEASED TO ASSIST.

### AGENDA

#### PART 1 (open to press and public)

##### Chairman's Announcement – Openness of Local Government Bodies Regulations 2014

Any persons present at the meeting may photograph, film or record the proceedings, during the public part of the agenda. Any member of the press and public who objects to being photographed, filmed or recorded should let it be known to the Chairman who will then instruct that those persons are not photographed, filmed or recorded.

1. APOLOGIES FOR ABSENCE

2. DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

Members are asked to consider any pecuniary/non-pecuniary interests they may have to disclose to the meeting in relation to matters under consideration on the agenda.

3. MINUTES OF PREVIOUS MEETING (Pages 1 - 14)

4. OPERATIONAL ASSURANCE WITHIN LFRS (PRESENTATION)

5. PERFORMANCE MANAGEMENT INFORMATION FOR 4TH QUARTER 2017/18 (Pages 15 - 58)

6. DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 13 September 2018 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

Further meetings are: scheduled for 29 November 2018.

7. URGENT BUSINESS

An item of business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chairman of the meeting is of

the opinion that the item should be considered as a matter of urgency. Wherever possible, the Clerk should be given advance warning of any member's intention to raise a matter under this heading.

8. EXCLUSION OF PRESS AND PUBLIC

The Authority is asked to consider whether, under Section 100A(4) of the Local Government Act 1972, they consider that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act 1972, indicated under the heading to the item.

PART 2

9. COMPARATIVE PERFORMANCE (Pages 59 - 70)

10. URGENT BUSINESS

An item of business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency. Wherever possible, the Clerk should be given advance warning of any member's intention to raise a matter under this heading.

## LANCASHIRE COMBINED FIRE AUTHORITY

### PERFORMANCE COMMITTEE

Thursday, 15 March 2018, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

### MINUTES

### PRESENT:

#### Councillors

S Holgate (Chairman)  
L Beavers  
P Britcliffe  
S Clarke  
F De Molfetta (for M Khan)  
M Perks  
Z Khan  
D Smith  
D Stansfield  
M Tomlinson

In accordance with the resolution of the predecessor Performance Review Committee at its inaugural meeting on the 30<sup>th</sup> July 2004 (Minute No. 1/04 refers), representatives of the LFRS, the Unions and Audit had been invited to attend all Performance Committee meetings to participate in discussion and debate.

#### Officers

J Johnston, Deputy Chief Fire Officer (LFRS)  
D Russel, Assistant Chief Fire Officer (LFRS)  
S Morgan, Head of Service Delivery, (Pennine, Eastern and Southern (LFRS)  
J Charters, Head of Service Delivery (Western, Northern and Central) (LFRS)  
J Keighley, Assistant Member Services Officer (LFRS)

#### In attendance

A Hewitson, Fire Brigades Union  
K Wilkie, Fire Brigades Union

#### 16/17 APOLOGIES FOR ABSENCE

Apologies were received from Councillor M Khan.

#### 17/17 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

## 18/17 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on the 30 November 2017 be confirmed as a correct record and signed by the Chairman.

## 19/17 PERFORMANCE MANAGEMENT INFORMATION

The Chairman, CC Holgate introduced Group Manager Mark Hutton, Community Protection Manager (Northern Area) who presented Members with an overview of the LFRS contribution to the Response and Recovery efforts due to the North Lancashire Floods that occurred on the evening of 22 November 2017.

GM Hutton explained that the Service had received comparatively little warning from the Flood Advisory Service as, although heavy rain had been forecast, and Flood Alerts issued the static nature of the weather system had not been foreseen which from the onset of the event in the late afternoon rapidly resulted in the escalation to flood warnings. This event was different from fluvial flooding seen during events such as Storm Desmond as this was an incredibly intense period of rainfall within a very defined geographical area which remained static over North Lancashire. It was reported that the monitoring equipment at Lancashire University recorded the highest rainfall ever recorded in such a short period of time. The impacts were mostly felt in Lancaster, Wyre and Blackpool and the Service received calls from across these Districts i.e. not just localised around rivers, with some communities being completely unaffected whilst others nearby had been very severely impacted.

The total number of flooding calls which North West Fire Control (NWFC) received and LFRS responded to was tabled. This illustrated how the Service had responded by moving large numbers of fire appliances into the North of the County to ensure appliances were available for rescues.

NWFC handled 395 calls during the event; every call was prioritised based on life risk to balance speed and allocation of resources. Although response activity initially focused on 'pumping out' and property protection, as the weather event and associated impacts escalated the focus increasingly became protection of life and responding to persons trapped in vehicles and properties. Incident records will show that the Service rescued 76 people and 20 horses, with no injuries being reported throughout the response which involved 39 Fire Appliances.

In addition a High Volume pump was deployed in Lancaster, protecting utility supplies to over 100 flats which prevented residents from being rehoused. A Tactical co-ordinating group was established at Lancaster Hall enacting pre-prepared plans. Also present alongside Local Authority and Police staff were the Coastguard who had taken part in rescue operations and also assessed river levels. Close liaison was maintained with the Environment Agency and the Fire and Rescue Service National Co-ordinating Centre and National Resilience Advisory Team throughout to constantly assess likely further developments and prepare potential future resource requirements. The LFRS Corporate Communications Team were based in the Command Support room at Service Headquarters.

A recovery group was established by Lancaster City Council for those residents most severely affected and for other districts, although recovery was an important issue it was not

required to be managed in the same way, in those Districts LFRS Officers worked with Council Officers on specific recovery issues. LFRS attended in Galgate for four days after the flooding, every household affected by the flooding was subsequently contacted and offered a Home Fire Safety Check as fire risk can escalate post flood due to damaged electrics and improvised lighting / heating. The recovery co-ordinating group ensured activities of LFRS, Council, Third Sector Agencies, Environmental Agency etc were aligned.

There were 3 public meetings held in Lancaster (Halton, Hala and Galgate) which were well represented by all the agencies with several hundred members of the effected communities attending.

After the event the Service held a range of debriefs and learning would be incorporated into future practice by the Operational Assurance Group.

The Chairman, CC Holgate thanked GM Hutton for the presentation and the Committee asked that Members' appreciation be extended to all those involved.

In response to a question raised by Councillor D Smith about the additional flooding caused by bow waves off vehicles as they drove down flooded roads, GM Hutton advised that it would normally be the LCC Highway's who would shut flooded roads. GM Hutton advised this could be very challenging during rapid on-set events, and that certain communities in Lancashire had their own Flood Action Groups (where local residents participated in pre-agreed activities to assist the overall response and protection of their communities without putting themselves at risk). One such activity that was being discussed was locating road closure signs where they would be accessible to these groups.

The Assistant Chief Fire Officer advised Members that this was the 3rd quarterly report for 2017/18 as detailed in the Risk Management Plan 2017-2022.

The report showed there were 3 negative KPI Exception Reports. An exception report was provided which detailed the reasons for the exception, analysis of the issue and actions being taken to improve performance.

Members focussed on the indicators where an exception report was presented and examined each indicator in turn as follows:-

#### 2.2.1 Critical Special Service – 1<sup>st</sup> Fire Engine Attendance

This indicator measured how long it took the first fire engine to respond to critical non-fire incidents such as road traffic collisions, rescues and hazardous materials incidents. For these incidents there is a single response standard which measures call handling time and fire engine response time. The response standard for the first fire engine attending a critical special call is 13 minutes.

Standard: To be met on 90% of occasions

Quarter 3 results 77.59% achieved against a target of 90%, previous year quarter 3, 88.89%. This was a negative exception report due to critical Special Service 1<sup>st</sup> pump response being below the standard. Overall, quarter 3 pass rate was 77.59%, with a cumulative pass rate of 83.89% which is outside of the 90% standard and 2% tolerance.

**Exception report provided.**

The Assistant Chief Officer advised that during this reporting period each month of quarter 3 recorded a below standard pass rate, with the month of November recording the lowest pass rate of the year to date at 65.61%.

It was noted that whilst October's response times continued to show improvement on last year, November and December returned lower figures in part attributed to extended call handling and response times during periods of spate call volumes, adverse weather, flooding and road closures, particularly in the Lancaster and Wyre Districts.

In addition, over a 2 day period in November, a very high rate of flooding incidents in Lancaster, Wyre and Blackpool accounted for the standard achieved, with over 100 incidents being recorded which equated to 51% of all special service incidents within the month.

In response to a question raised by CC M Tomlinson, the Assistant Chief Fire Officer confirmed that some targets were historical. It was agreed that target setting would be considered further at year end.

#### 2.4 Fire Engine Availability – Retained Duty System

This indicator measured the availability of fire engines that were crewed by the retained duty system. It was measured as the percentage of time a fire engine was available to respond compared to the total time in the period.

The percentage of time that RDS crewed engines were available for quarter 3 was 90.80%, previous year quarter 3 was 90.07%, an improvement of 0.73%.

The previous quarter (July to September 2017) recorded 87.49%.  
Annual Standard: Above 95%

This was a negative exception report due to the cumulative RDS availability to the end of quarter 3 being below the standard and outside of the 2% percent tolerance.

#### **Exception report provided.**

The Assistant Chief Fire Officer reported that quarter 3 availability had improved over quarter 2, though it was still below the average of the previous 2 years. Local level monitoring continued, with additional analysis at pump level, along with a new KPI 2.4.1 which measured RDS availability without wholetime staff imports.

Continuing the analysis reported in quarter 2; there had been an impact on available RDS hours which was due to the number of RDS personnel who were successful in obtaining a wholetime position. This was due to leaving the RDS service, being able to commit fewer hours due to wholetime commitment or being unavailable due to development (wholetime recruit course).

With an ageing workforce, the loss of staff due to retirement also had an impact on the ability to fully crew an appliance and a number of retirements had occurred, along with a number of resignations, although some temporary which had also reduced coverage.

The Retained Duty System Recruitment and Improvement Group (RIG) would continue to be responsible for progressing areas for improvement, continuing to work on a number of

ongoing actions which would strive to deliver incremental improvements in order to strengthen and support the Retained Duty System.

It was noted that the actions being taken to improve performance were that the new recruits, who started in May 2017 would continue to show an improvement in RDS crew availability when the respective qualifications of Breathing Apparatus (BA) and BA Team Leader had been completed and staff had gained experience to start acting up to cover the Officer in Charge role. There was a minimum of 6 months before a Firefighter was BA qualified, and a further 6 month period of BA experience before acquiring BA Team Leader Skills. Therefore results in availability may only start to be realised later during quarter 3 which was illustrated in KPI 2.4.1, where quarter 3 availability excluding wholetime detachments improved 3.58% to 87.58% from 84% in quarter 2. Similarly some stations had suffered from a lack of available driver however, this would start to show improvement when staff members continued to build driving hours in preparation for their Emergency Fire Appliance Driving Course. There were stations where staff on dual contracts made up half of the RDS crew, with the inevitable impact on the RDS availability.

The Retained Support Officer (RSO) role would continue to assist in some of these areas, in particular around recruitment and firefighter/officer development and with the various strengthening and improving work streams the Service should see a positive effect on availability over time.

The forthcoming WT recruitment campaign would also be an opportunity to promote RDS vacancies. RSO's were continuing to support the 'Have a Go' days and would collate information from potential applicants.

#### 2.4.1 Fire Engine Availability – Retained Duty System (without wholetime detachments) Subset of KP1 2.4 and provided for information only

This indicator measured the availability of fire engines that were crewed by the retained duty system (RDS) when wholetime detachments were not used to support availability. It was measured by calculating the percentage of time a fire engine was available to respond compared to the total time in the period.

Fire engines were designated as unavailable (off-the-run) for the following reasons:

- Manager deficient
- Crew deficient
- Not enough BA wearers
- No driver

The percentage of time that RDS crewed engines were available for quarter 3 was 87.58%. This excluded the wholetime detachments shown in KPI 2.4.

Standard: As a subset of KPI 2.4 there was no standard attributable to this KPI.

#### 4.2.1 Staff Absence – Excluding Retained Duty System

This indicator measured the cumulative number of shifts (days) lost due to sickness for all wholetime, day crewing plus, day crewing and support staff divided by the total number of

staff.

Annual Standard: Not more than 5 shifts lost

Cumulative total number of monthly shifts lost 4.40

Quarter 3 results indicated the number of shifts lost through absence per employee being above the Service target for 3 months during quarter 3.

**Exception report provided.**

The Assistant Chief Fire Officer advised Members that during quarter 3 (October 2017 to December 2017), absence statistics showed above target for all 3 months. Shifts lost showed a monthly increase from October through to December for both non-uniformed and uniformed personnel. The main reasons continued to be cases of mental health, muscular-skeletal and hospital procedures, which when compared to quarter 2 had been increased by 40% to 50% which could be due to the time of the year as there was also a large spike in respiratory conditions compared to the previous quarter. In addition, another contributing factor for being over target was due to having 9 long term absences.

Overall absence for all staff with the exception of RDS was 4.40 shifts lost which was above the Service target for this quarter of 3.75 lost shifts.

The Assistant Chief Fire Officer reassured Members that the absence management policy was robust and aimed to support staff to an early return to work. Action taken continued to be early intervention by the Occupational Health Unit and where appropriate, issues around capability due to health issues were reviewed and addressed. The Service would continue to run leadership conferences to assist future managers to understand policy which included absence management. In addition, new actions had commenced which included support from the Service Fitness Advisors/Personal Trainers Instructors, promotion of health, fitness and wellbeing via the routine bulletin and employees were encouraged to make use of the Employee Assistance Programme.

Members then examined each indicator in turn as follows:-

## KPI 1 – Preventing and Protecting

### 1.1 Risk Map Score

This indicator measured the risk level in each neighbourhood (Super Output Area) determined using fire activity over the previous three fiscal years along with a range of demographic data.

The County risk map score was updated annually, before the end of the first quarter. An improvement was shown by a year on year decreasing 'score' value.

Score for 2014-2017 – 32,398, previous year score 32,990.

No exception report required.

### 1.2 Overall Activity

This indicator measured the number of incidents that the Service attended with one or more pumping appliances.



Quarter 3 activity 4,162 previous year quarter 3 activity 3,983, an increase of 4.49%.

Total number of incidents 2017/18 – Year to Date, 4,162

Included within this KPI was a new incident type of 'Gaining Entry'. This was where LFRS had attended on behalf of the North West Ambulance Service. During quarter 3 we attended on 163 occasions.

No exception report required.

### 1.3 Accidental Dwelling Fires

This indicator reported the number of primary fires where a dwelling had been affected and the cause of the fire had been recorded as 'Accidental' or 'Not known'.

Quarter 3 activity 259, previous year quarter 3 activity 247, an increase of 5%.

Total number of Accidental Dwelling Fires – Year to Date, 259

No exception report required.

#### 1.3.1 Accidental Dwelling Fires – Extent of Damage

This indicator reported the number of primary fires where a dwelling had been affected and the cause of the fire had been recorded as 'Accidental or Not known' presented as a percentage extent of fire and heat damage.

Extent of fire and heat damage was limited to: Item ignited first, limited to room of origin, limited to floor of origin and spread beyond floor of origin.

\*The ADF activity count was limited to only those ADF's which had an extent of damage shown above. An improvement was shown if the total percentage of 'Item first ignited' and 'Room of origin' was greater than the comparable quarter of the previous year.

Percentage of accidental dwelling fires limited to item 1st ignited in quarter 3 20%, quarter 3 of previous year 23%. Percentage limited to room of origin in quarter 3 70%, quarter 3 previous year 67%, limited to floor of origin in quarter 3 5%, quarter 3 previous year 8% and spread beyond floor 6%, previous year 3%.

No exception report required.

#### 1.3.2 Accidental Dwelling Fires – Number of Incidents where occupants have received a Home Fire Safety Check

This indicator reported the number of primary fires where a dwelling had been affected and the cause of fire had been recorded as 'Accidental or Not known' by the extent of the fire and heat damage. The HFSC must be a completed job (i.e. not a refusal) carried out by LFRS personnel or partner agency. The HFSC must have been carried out within 12 months prior of the fire occurring.

	2017/18		2016/17	
	ADF's with previous HFSC	% of ADF's with previous HFSC	ADF's with previous HFSC	% of ADF's with previous HFSC

Q1	15	7%	15	7%
Q2	20	10%	13	7%
Q3	15	6%	20	8%

Of the 15 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, 6 had 'heat and smoke damage only', 6 resulted in damage 'limited to item first ignited' and 3 'limited to room or origin'.

No exception report required.

#### 1.4 Accidental Dwelling Fire Casualties

This indicator reported the number of fire related fatalities, slight and serious injuries at primary fires where a dwelling had been affected and the cause of fire had been recorded as 'Accidental or Not known'. A slight injury was defined as; a person attending hospital as an outpatient (not precautionary check). A serious injury was defined as; at least an overnight stay in hospital as an in-patient.

Casualty Status	2017/18 Quarter 3	2016/17 Quarter 3
Fatal	0	0
Victim went to hospital visit, injuries appeared Serious	2	3
Victim went to hospital visit, injuries appeared Slight	8	10
TOTAL	10	13

No exception report required.

The Assistant Chief Fire Officer reported that the Service had recently experienced 4 fatal fires in domestic dwellings within a 10 day period. AM Morgan then gave Members a brief explanation of each incident. In addition, the Assistant Chief Fire Officer reassured Members that for every fatal fire the Service undertakes a fatal fire debrief process.

#### 1.5 Accidental Building Fires (Non-Dwellings)

This indicator reported number of primary fires where the property type was 'Building' and the property sub type did not equal 'Dwelling' and the cause of fire had been recorded as 'Accidental' or 'Not known'.

Total number of incidents	2017/18 Quarter 3	2016/17 Quarter 3
	88	87

No exception report required.

##### 1.5.1 Accidental Building Fires (Non-Dwellings) – Extent of Damage

This indicator reported the number of primary fires where the property type was a building and the property sub-type was not a dwelling and the cause of fire had been recorded as 'Accidental or Not known' presented as a percentage extent of fire and heat damage.

This indicator showed the total number of Accidental Building Fires where damage was

limited to room of origin, limited to floor of origin and spread beyond floor of origin.

\*The ABF activity count was limited to only those ABF's which had an extent of damage shown above.

An improvement was shown if the total percentage of 'Item first ignited' and 'Room of origin' was greater than the comparable quarter of the previous year.

Quarter 3 Accidental Building Fires activity, 71: -

	2017/18					2016/17				
	ADF activity	Item 1 <sup>st</sup> ignited	Room of origin	Floor of origin	Spread beyond floor of origin	Item 1 <sup>st</sup> ignited	Room of origin	Floor of origin	Spread beyond floor of origin	
Q1	95	18%	30%	13%	39%	11%	41%	17%	31%	
Q2	64	31%	34%	12%	23%	6%	52%	13%	29%	
Q3	71	20%	42%	15%	23%	14%	51%	15%	21%	

No exception report required.

#### 1.6 Deliberate Fires

This indicator reported the number of primary and secondary fires where the cause of fire had been recorded as 'Deliberate'. Secondary fires were the majority of outdoor fires including grassland and refuse fires unless they involved casualties or rescues, property loss or more appliances attended. They included fires in single derelict buildings.

Deliberate Fire Type	2017/18 Quarter 3	2016/17 Quarter 3
1.6.1 Deliberate Fires – Anti-Social Behaviour	438	545
1.6.2 Deliberate Fires – Dwellings	27	33
1.6.3 Deliberate Fires – Non-Dwellings	28	32

No exception report required.

#### 1.7 High / Very High Risk Home Fire Safety Checks

This indicator reported the percentage of completed Home Fire Safety Checks (HFSC), excluding refusals, carried out where the risk score had been determined to be either high or very high.

	2017/18	2016/17
	% of High and Very High HFSC outcomes	% of High and Very High HFSC outcomes
Q1	68%	79%
Q2	72%	75%
Q3	68%	74%

No exception report required.

In response to a question raised by CC Perks, GM Morgan confirmed dementia friends training as part of the Safe and Well work was still ongoing for all operational crews.

CC Perks welcomed and identified our good work with service partners, it was agreed that the Assistant Chief Fire Officer would circulate to Members outside the meeting the number of vulnerable people the Service had assisted with Dementia and to present this information at future Performance meetings.

### 1.8 Road Safety Education Evaluation

This indicator reported the percentage of participants of the Wasted Lives and Childsafe Plus education packages that showed a positive change to less risky behaviour following the programme; based on comparing the overall responses to an evaluation question before and after the course.

During quarter 3 the 'Safe Drive Stay Alive' programme had been seen by 1,804 students and the 'Crashed cars' shown at events, approximately 5,690 people to date.

	2017/18 (cumulative)		2016/17 (cumulative)	
	Total participants	% positive influence on participants' behaviour	Total participants	% positive influence on participants' behaviour
Q1	1441	85%	1832	87%
Q2	2259	85%	2847	85%
Q3	3938	85%	6398	85%

No exception report required.

### 1.9.1 Fire Safety Enforcement – Known Risk

This indicator reported on the percentage of premises that have had a Fire Safety Audit as a percentage of the number of all known premises in Lancashire to which The Regulatory Reform (Fire Safety) Order 2005 applied.

Number of premises	Number of premises audited to date	% of all premises audited Year end: 2017/18	% of all premises audited Year end: 2016/17
32089	17768	55%	56%

No exception report required.

### 1.9.2 Fire Safety Enforcement – Risk Reduction

This indicator reported the percentage of Fire Safety Audits carried out within the period resulting in enforcement action. Enforcement action was defined as one or more of the following: notification of deficiencies, action plan, enforcement notice, alterations notice or prohibition notice.

Period	Satisfactory audits 2017/18	Requiring formal activity – 2017/18	Requiring informal activity – 2017/18
Q1	25%	8%	65%

Q2	26%	10%	65%
Q3	25%	4%	68%

No exception report required.

## KPI 2 – Responding to Emergencies

### 2.1.1 Critical Fire Response – 1<sup>st</sup> Fire Engine Attendance

This indicator reported the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident in less than the relevant response standard.

The response standards included call handling and fire engine response time for the first fire engine attending a critical fire, these are as follows:-

- Very high risk area = 6 minutes
- High risk area = 8 minutes
- Medium risk area = 10 minutes
- Low risk area = 12 minutes

The response standards were determined by the risk map score and subsequent risk grade for the location of the fire.

Standard: to be in attendance within response standard target on 90% of occasions.

Quarter 3 – 1<sup>st</sup> pump response 87.44%, previous year quarter 3 was 86.60%  
No exception report required.

### 2.1.2 Critical Fire Response – 2<sup>nd</sup> Fire Engine Attendance

This indicator reported the time taken for the second fire engine to attend a critical fire incident measured from the time between the second fire engine arriving and the time it was sent to the incident. The target is determined by the risk map score and subsequent risk grade for the location of the fire.

Standard: to be in attendance within response standard target on 85% of occasions.

Quarter 3 – 2<sup>nd</sup> pump response 86.98%, previous year quarter 3 was 85.63%  
No exception report required.

## 2.3 Fire Engine Availability – Wholetime, Day Crewing and Day Crewing Plus

This indicator measured the availability of fire engines that were crewed by Wholetime, day crewing and day crewing plus shifts. It was measured as the percentage of time a fire engine was available to respond compared to the total time in the period.

Fire engines were designated as unavailable for the following reasons:

- Mechanical
- Crew deficient

- Engineer working on station
  - Alternate crew
  - Appliances change over
  - Debrief
  - Lack of equipment
  - Miscellaneous
  - Unavailable
  - Welfare
- Annual Standard: Above 99.5%

Quarter 3 availability 99.48%, previous year quarter 3 - 99.50%  
No exception report required.

## 2.5 Staff Accidents

This indicator measured the number of staff accidents.  
Total number of staff accidents 2017/18 – Year to Date, 43  
Quarter 3 results indicate percentage pass within standard  
No exception report required.

## KPI 3 – Delivering Value for Money

### 3.1 Progress Against Savings Programme

Annual budget for 2017/18 - £53.9m  
Budget to end of quarter 3 - £39.4m  
Spend for the period to date was £39.2m  
Underspend for the period £0.2m  
Variance -0.37%  
No exception report required.

### 3.2 Overall User Satisfaction

Total responses 1761; number satisfied 1747  
% satisfied 99.20% against a standard of 97.50%  
Variance 1.75%

There have been 1761 people surveyed since April 2012.

In quarter 3 of 2017/18 – 55 people were surveyed. 55 responded that they were ‘very satisfied’ or ‘fairly satisfied’ with the service they received.  
No exception report required.

## KPI 4 – Engaging With Our Staff

### 4.1 Overall Staff Engagement

This indicator measured overall staff engagement. The engagement index score was derived from the answers given by staff that related to how engaged they felt with the Service.

Three times a year all staff was asked the same questions in on online survey to gauge engagement.

A comprehensive survey would be undertaken in the new fiscal year. This would be reported in quarter 1 of 2018/19. Previous results were shown below for information.

Period	2017/18		2016/17	
	Number of Replies	Engagement Index	Number of Replies	Engagement Index
1	-	-	220	62%
2	-	-	141	64%
3	-	-	141	64%

#### 4.2.2 Staff Absence – Retained Duty System

This indicator measured the percentage of contracted hours lost due to sickness for all retained duty staff.

Annual Standard: Not more than 2.5% lost as % of available hours of cover

Quarter 3 results indicate percentage pass within standard

Cumulative retained absence (as % of available hours cover) 0.84%

No exception report required.

RESOLVED: - That the Committee:

- i) Endorsed the report and noted the contents of the 3 negative KPI exception reports.

#### 20/17 DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 7 June 2018 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 13 September 2018 and 29 November 2018.

M NOLAN  
Clerk to CFA

LFRS HQ  
Fulwood

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**LANCASHIRE COMBINED FIRE AUTHORITY  
PERFORMANCE COMMITTEE**

Meeting to be held on 7<sup>th</sup> June 2018

**PERFORMANCE MANAGEMENT INFORMATION FOR 4TH QUARTER 2017/18  
(Appendices 1 and 2 refer)**

Contact for further information:

David Russel, Assistant Chief Fire Officer – Tel No. 01772 866801

**Executive Summary**

This paper provides a clear measure of our progress against the Key Performance Indicators (KPI) detailed in the Integrated Risk Management Plan 2017-2022

**Recommendation**

The Performance Committee is asked to endorse the Quarter 4 Measuring Progress report and note the contents of the 3 negative KPI Exception Reports.

**Information**

As set out in the report.

**Business Risk**

High

**Environmental Impact**

High

**Equality & Diversity Implications**

High – the report appraises the Committee of the Authority's progress.

**HR Implications**

Medium

**Financial Implications**

Medium

**Local Government (Access to Information) Act 1985**  
**List of Background Papers**

Paper Performance Management Information	Date	Contact David Russel (ACO)
Reason for inclusion in Part 2, if appropriate: N/A		

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# Measuring Progress

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2017-18 Quarter 4

Combined Fire Authority  
7<sup>th</sup> June 2018

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Lancashire Fire and Rescue Service

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## Introduction

The following pages set out Lancashire Fire and Rescue Service's Performance Framework, an explanation of how our Key Performance Indicator's (KPI) are measured and how we are performing.

This is followed, where appropriate, by an analysis of the KPI's which are classified as being in exception, along with an analysis of the cause and actions being taken to improve performance. The remainder of the document illustrates our performance across all other KPI's.

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**Performance Framework**

The below graphic illustrates the Services four priorities and how their respective KPI's fit within the overall performance framework.



**Explanation of Performance Measures**

KPI's are monitored either by using an XmR chart (explained on the following page), comparing current performance against that achieved in the previous cumulative years activity, or against a pre-determined standard, for example, the response standard KPI's are measured against a range of set times.

The response standards are measured against a set range of times dependent upon the risk rating given to each Super Output Area (SOA), which is presented as a percentage of occasions where the standard is met. A two percent tolerance has been added to create a buffer so that a positive/negative exception report is not produced each quarter where only slight variations from the standard occur.

It is worth noting that there can be positive as well as negative exception reports. Positive exceptions are where performance levels meet set rules, as detailed on the following page.

The above graphic illustrates a change for the 2017/18 reporting year. The two performance measures relating to 'call handling' have now been incorporated into the 3 response indicators of 2.1.1, 2.1.2 and 2.2.1. This is to best represent the time taken from receiving a call to the fire engine arriving at scene.

An additional KPI of 2.4.1 has been created to show the availability of RDS crewed fire engines without wholtime crew imports to supplement when RDS staff are unavailable.

**Explanation of Performance Measures**

**XmR chart explanation** (Value [X] over a moving [m] range [R])

**An XmR chart is a control chart used to highlight any significant changes in activity so that interventions can be made before an issue arises. It can also highlight where activity has decreased, potentially as a result of preventative action which could be replicated elsewhere.**

Activity is deemed to be within standard if it remains within set upper and lower limits. These limits are set using a standard deviation calculation based upon the previous three years activity.

An exception report is generated if the XmR rules are breached. Note that a 'positive' exception could also be generated.

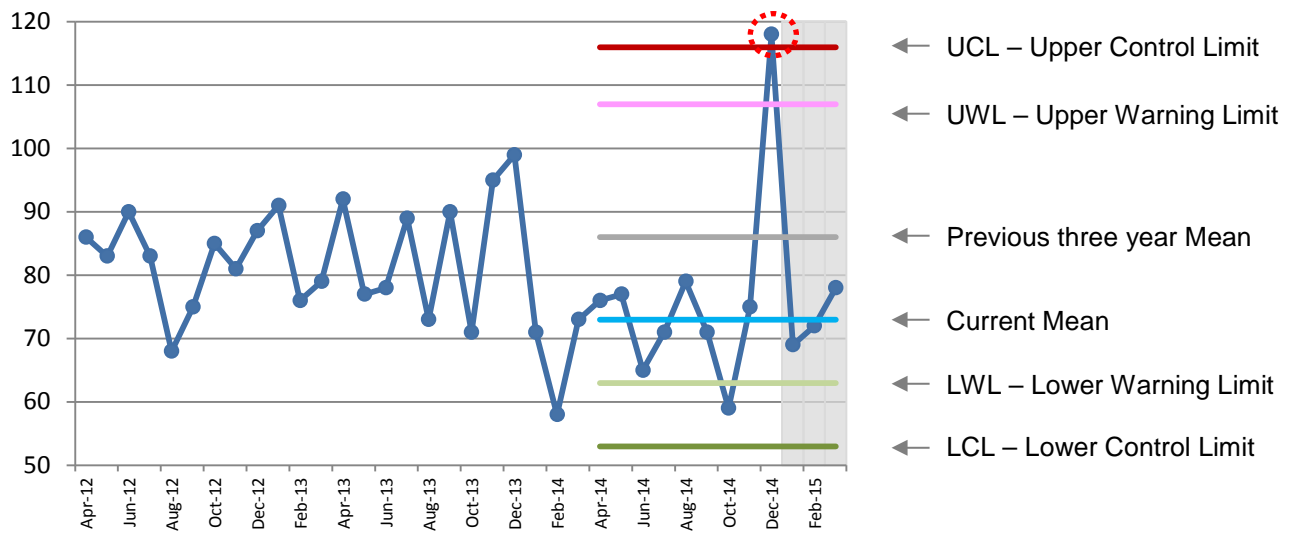
The following rules are applicable to the XmR charts and define when an exception has occurred:

1. A single point beyond the control limit
2. Two out of three consecutive points near the control limits
3. A trend of six consecutive points either up or down
4. A shift of eight or more consecutive points above or below the mean line

XMR chart key definitions:

						
Incidents	UCL	UWL	Current Mean	Mean	LWL	LCL

**Example XmR chart:** In the example below, KPI 1.3 would produce a negative exception for meeting rule 1, as the activity, represented as a dark blue line, for December 2014 (⊙) is above the Upper Control Limit (UCL).





## KPI Exception Overview

The KPI Exception Overview highlights those KPI's that are classified as being in exception. Each KPI is shown with an indicator to illustrate whether performance is: Improving (↑), indicating a positive exception or, Declining (↓), which would produce a negative exception. This is followed by any relevant exception reports, which detail the reasons for the exception, analysis of the issue, and actions being taken to improve performance.

For the period January 2018 – March 2018 three KPI's are classified as being in negative exception.

KPI	Description	Progress	Exception Positive / Negative	Page (s)
<b>2 - Responding to Emergencies</b>				
2.2.1	Critical Special Service – 1 <sup>st</sup> Fire Engine Attendance	↓	–	9
2.4	Fire Engine Availability - Retained Duty System	↓	–	11
2.4.1	Fire Engine Availability - Retained Duty System (without wholetime detachments)	Subset of KPI 2.4 and provided for information only		13
<b>4 - Engaging with our Staff</b>				
4.2.1	Staff Absence - Excluding Retained Duty System	↓	–	14

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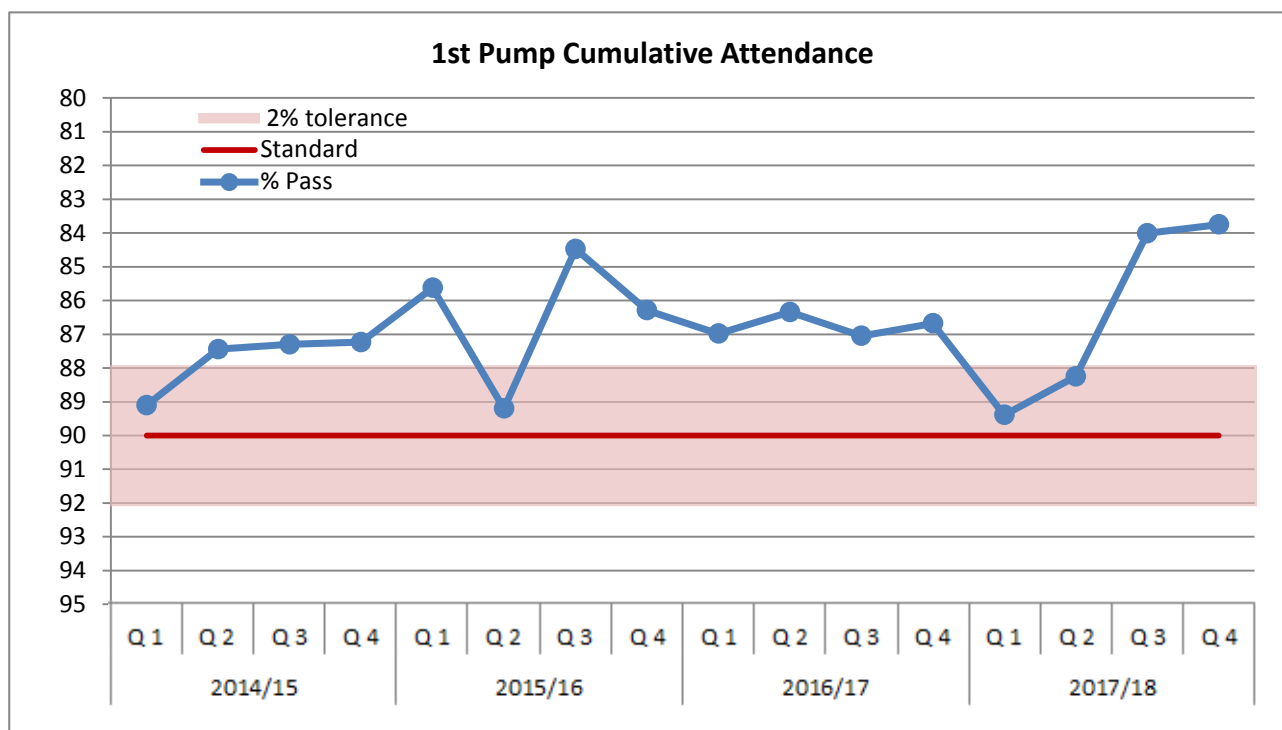
**2.2.1 Lancashire Emergency Response Standard - Critical Special Service - 1<sup>st</sup> Fire Engine Attendance**

Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues and hazardous materials incidents. For these incidents there is a single response standard which measures call handling time and fire engine response time. The response standard for the first fire engine attending a critical special service call is 13 minutes.

**Standard: 90% of occasions.**

**Quarter four response percentage pass rate 82.95%, previous year quarter four 85.29%**

1 <sup>st</sup> pump cumulative attendance standard	Year to Date	2017/18 Quarter 4	Previous year to Date	2016/17 Quarter 4
	<b>83.75%</b>	82.95%	86.68%	85.29%



**What are the reasons for an Exception Report**

This is a negative exception report due to critical Special Service 1<sup>st</sup> pump response being below the standard. Overall, quarter four pass rate was 82.95%, with a cumulative pass rate of 83.75%, which is outside of the 90% standard and 2 percent tolerance.

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**Analysis**

Each month of quarter 4 recorded a pass rate below the standard, with the month of January recording the lowest pass rate of the quarter at 77.24%.

Whilst February and March returned above yearly average response times the high failure rate during the colder temperatures in the New Year contributed to January recording one of the highest RTC counts in the year which, along with extended travel times, led to January recording the second lowest pass rate over the last 12 months.

The Officer in Charge (OIC) is now required to provide a specific narrative from a set list for the failure to respond to an incident within standard. Analysis of quarter 4 narratives implies that the travel distance involved, along with heavy traffic en-route, are the main reasons for missed attendance times.

Failure to book in attendance at an incident is also cited for a small number failures.

Shown below are the actual failures and monthly totals over the previous 12 months, along with the percentage pass rate.

2017/18												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Failed	8	12	15	14	20	15	18	76	14	28	16	23
Incidents	101	115	114	141	122	122	127	225	134	123	108	162
% Pass	92.1%	89.6%	86.8%	90.1%	83.6%	87.7%	85.8%	66.2%	89.6%	77.2%	85.2%	85.8%

Over the quarter four period, 15% of the failures failed by less than 60 seconds.

Call handling is a contributing factor as this is now included within the overall response time. The individual monthly [median] call handling times are shown below in seconds.

2017/18												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Median Seconds	127	127	127	131	131	131	138	138	138	134	134	134

**Actions being taken to improve performance?**

Head's of Service Delivery (HoSD) are implementing and monitoring performance measures to remedy deficiencies and drive improvement.

Service Delivery Managers (SDM) are also monitoring WT crew reaction times and instigating local improvements where required. The importance of recording pump response failures has also been impressed upon SDM's which, in conjunction with mandatory completion and the use of defined failure reasons, will aid recording accuracy and develop understanding of failure reasons.

It is hoped that on-going initiatives to address these issues will bring the cumulative standard back to within the 2% tolerance.

**Exception report: 2.4 Fire Engine Availability - Retained Duty System**

**Performance indicator: 2.4 Fire Engine Availability – Retained Duty System**

*This indicator measures the availability of fire engines that are crewed by the retained duty system (RDS). It is measured by calculating the percentage of time a fire engine is available to respond compared to the total time in the period.*

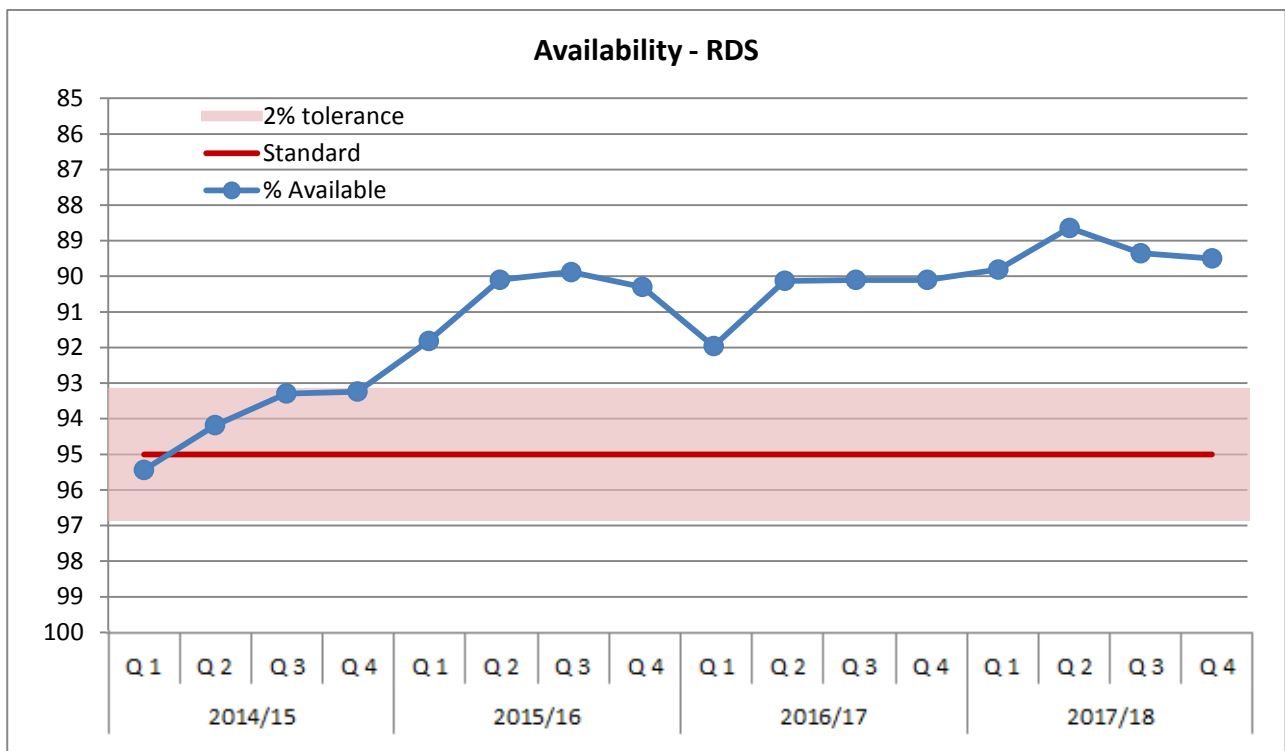
*Fire engines are designated as unavailable (off-the-run) for the following reasons:*

- *Manager deficient*
- *Crew deficient*
- *Not enough BA wearers*
- *No driver*

The percentage of time that RDS crewed engines are available for quarter four was 89.96%, previous year quarter four 89.87%, an improvement of 0.09%. The previous quarter (October to December 2017) recorded 90.74%.

**Standard: Above 95%.**

**A negative exception report has been produced due to percentage availability being below the standard.**



### **What are the reasons for an Exception Report**

This is a negative exception report due to the cumulative RDS availability to the end of quarter four being below the standard and outside of the two per cent tolerance.

### **Analysis**

Quarter 4 availability decreased slightly over that reported for quarter 3, by 0.78%. Local level monitoring continues with additional analysis at pump level, along with a new KPI (2.4.1) which measures RDS availability without wholetime staff imports.

Continuing the analysis reported in quarter 3; the number of RDS personnel who were successful in obtaining a wholetime position has had an impact on available RDS hours. This is due to leaving the RDS service, being able to commit fewer hours due to W/T commitment or being unavailable due to development (W/T recruit course).

With an ageing workforce, the loss of staff due to retirement also has an impact on the ability to fully crew an appliance, and a number of retirements, along with a number of resignations, albeit, some temporarily which has also reduced coverage.

Continuing work by the Retained Duty System Recruitment and Improvement Group (RIG) will be responsible for progressing areas for improvement. This isn't being viewed as a project with start and finish dates but as a number of ongoing pieces of work which will strive to deliver incremental improvements in order to strengthen and support the Retained Duty System.

### **Actions being taken to improve performance**

The new recruits, which started in May of 2017, will begin to show an improvement in RDS crew availability when the respective qualifications of BA and BA Team Leader have been completed, and they have gained experience to start acting up to cover the OIC role.

There is a minimum of 6 months before a Firefighter is BA qualified, and a further 6 month period of BA experience before acquiring further BA Team Leader skills. As such, results in availability may only start to be realised during the 2018/19 year.

Similarly, some stations which have suffered from a lack of an available driver will start to show improvements when staff members continue to build driving hours in preparation for their Emergency Fire Appliance Driving course (EFAD).

There are stations where staff on dual contracts makeup half of the RDS crew, with the inevitable impact on RDS availability.

The Retained Support Officer (RSO) role will assist in some of these areas, particularly around recruitment and firefighter/officer development, and in conjunction with the various Strengthening and Improving work streams, the service should see a positive effect on availability over time.

The forthcoming Wholetime (WT) recruitment campaign is also being used as an opportunity to promote RDS vacancies. RSO's are supporting the 'Have a Go' days and will collate information from potential applicants.

### 2.4.1 Fire Engine Availability - Retained Duty System (without whole-time detachments).

**Performance indicator: 2.4.1 Fire Engine Availability – Retained Duty System (without whole-time detachments).**

**Subset of KPI 2.4 and provided for information only.**

*This indicator measures the availability of fire engines that are crewed by the retained duty system (RDS) when whole-time detachments are not used to support availability. It is measured by calculating the percentage of time a fire engine is available to respond compared to the total time in the period.*

*Fire engines are designated as unavailable (off-the-run) for the following reasons:*

- *Manager deficient*
- *Crew deficient*
- *Not enough BA wearers*
- *No driver*

**The percentage of time that RDS crewed engines are available for quarter four was 86.07%. This excludes the whole-time detachments shown in KPI 2.4**

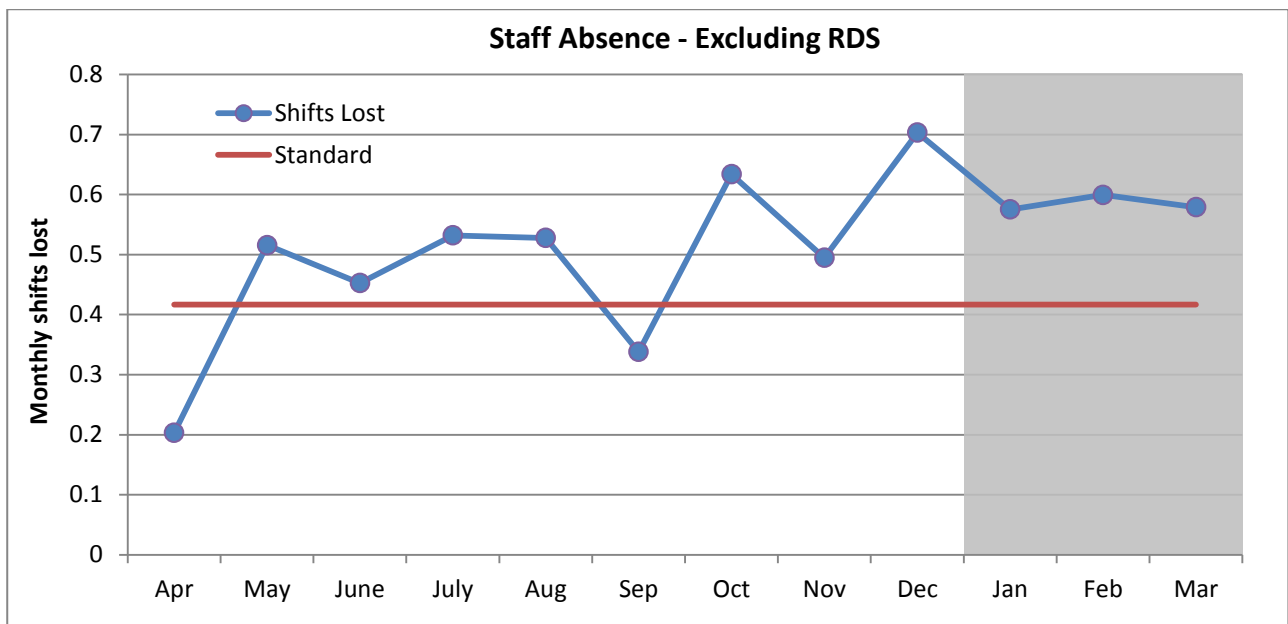
**Standard: As a subset of KPI 2.4 there is no standard attributable to this KPI.**

**Exception report: 4.2.1 Staff Absence - Excluding Retained Duty System**

**4.2.1 Staff Absence - Excluding Retained Duty System**

The cumulative number of shifts (days) lost due to sickness for all wholetime, DCP, DC and support staff divided by the total number of staff.

**Annual Standard: Not more than 5 shifts lost.**  
 (Represented on the chart as annual shifts lost ÷ 12 months)



Cumulative total number of monthly shifts lost	<b>6.154</b>
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**What are the reasons for an Exception Report**

This is a negative exception report due to the number of shifts lost through absence per employee being above the Service target for three months during quarter four.

**Analysis**

During quarter four January 2018 - March 2018, absence statistics shows we have been above target for all three months. Shifts lost showed a monthly increase from January through to March in both non-uniformed and uniformed personnel. The main reasons continue to be cases of mental health, musculo-skeletal and cold/flu. Another contributing factor for being over the target is due to having fourteen long term absences which still remain open at this time.



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At the end of March the cumulative totals show that non-uniformed staff absence was above target at 7.23 shifts lost per employee, for whole-time staff absence was 5.80 shifts lost per employee. Overall absence for all staff (except Retained Duty System) was 6.15 shifts lost which is above the Service target for yearend of 5.0 lost shifts.

**Actions being taken to improve performance**

To reduce this, the Service aims to continue with:

- Early intervention by OHU doctor/nurse/physiotherapist,
- HR supporting managers in following the Absence Management Policy managing individual long term cases, addressing review periods/triggers in a timely manner and dealing with capability off staff due to health issues.
- Absence management presentations/training and question and answer sessions on the ILM course and for newly appointed managers.
- To be included again within the leadership conference to assist future managers understanding and interpretation of the policy.
- Encouraging employees to make use of our Employee Assistance Programme provider Health Assured and The Firefighters Charity.
- HR to be in attendance at Stress Risk assessment meetings, to support managers and to offer appropriate support to the employee along with signposting.
- OHU to organise health checks for individuals on a voluntary basis.

New Actions:

- Support from Service Fitness Advisor/PTI's
- Promotion of health, fitness and wellbeing via the routine bulletin and Employee Assistance programme.

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## Key Performance Indicators

This section gives an overview of the performance direction of the KPI's which are not in exception. Each KPI is shown within its priority with an indicator to illustrate whether performance is: Improving (↑), Maintaining (↔) or Declining (↓), followed by a summary of the current position.

KPI	Description	Progress	Page (s)
<b>1 - Preventing and Protecting</b>			
1.1	Risk Map Score	↑	18
1.2	Overall Activity	↓	19
1.3	Accidental Dwelling Fires	↓	20
1.3.1	ADF - Extent of Damage	↑	21
1.3.2	ADF - Number of Incidents Where Occupants have Received a HFSC	↓	21
1.4	Accidental Dwelling Fire Casualties	↑	22
1.5	Accidental Building Fires (Non Dwellings)	↔	23
1.5.1	ABF (Non Dwellings) - Extent of Damage	↑	24
1.6	Deliberate Fires	↔	25
1.7	Home Fire Safety Checks	↓	26
1.8	Road Safety Education Evaluation	↔	27
1.9.1	Fire Safety Enforcement - Known Risk	↓	28
1.9.2	Fire Safety Enforcement - Risk Reduction	↓	28
<b>2 - Responding to Emergencies</b>			
2.1.1	Critical Fire Response - 1st Fire Engine Attendance	↑	29
2.1.2	Critical Fire Response - 2nd Fire Engine Attendance	↑	30
2.3	Fire Engine Availability - Wholetime, Day Crewing & Day Crewing Plus	↔	31
2.5	Staff Accidents	↑	32
<b>3 - Delivering Value for Money</b>			
3.1	Progress Against Savings Programme	↔	33
3.2	Overall User Satisfaction	↑	34
<b>4 - Engaging with our Staff</b>			
4.1	Overall Staff Engagement	n/a	35
4.2.2	Staff Absence - Retained Duty System	↑	36

# Lancashire Fire and Rescue Service

## Measuring Progress

Jan 18 - Mar 18

### 1.1 Risk Map

This indicator measures the fire risk in each SOA. Risk is determined using fire activity over the previous three fiscal years along with a range of demographic data, such as population and deprivation. Specifically, the risk score for each SOA is calculated using the following formula:

$$\frac{\text{Dwelling fires}}{\text{Total dwellings}} + \left[ \frac{\text{Dwelling fire casualties}}{\text{Resident population}} \times 4 \right] + \text{Building fire count} + \left[ \text{IMD} \times 2 \right] = \text{Risk Score}$$

Once an SOA has been assigned a score, it is then categorised by risk grade.

**Standard: To reduce the risk in Lancashire - an annual reduction in the County risk map score.**

The County risk map score is updated annually, before the end of the first quarter. An improvement is shown by a year on year decreasing 'score' value. Current score 32398, previous year score 32990.

Score Category	Grade	Score (12-15)	SOA Count (12-15)	Score (13-16)	SOA Count (13-16)	Score (14-17)	SOA Count (14-17)
Less than 36	L	12366	533	11944	519	11980	521
Between 36 & 55	M	12130	281	13578	314	13722	321
Between 56 & 75	H	5440	86	4890	76	4654	74
Greater than 75	VH	3332	41	2578	32	2042	25
Grand Total		33268	941	32990	941	32398	941

Risk Grade	Very High	High	Medium	Low	Overall Risk Score
2016 count	32	76	314	519	32990
2017 count	25	74	321	521	32398
Change	<b>-22%</b> Overall reduction in Very High risk SOA's	<b>-3%</b> Overall reduction in High risk SOA's	<b>2%</b> Overall increase in Medium risk SOA's	<b>0%</b> Overall reduction in Low risk SOA's	<b>-2%</b> Overall reduction in fire risk

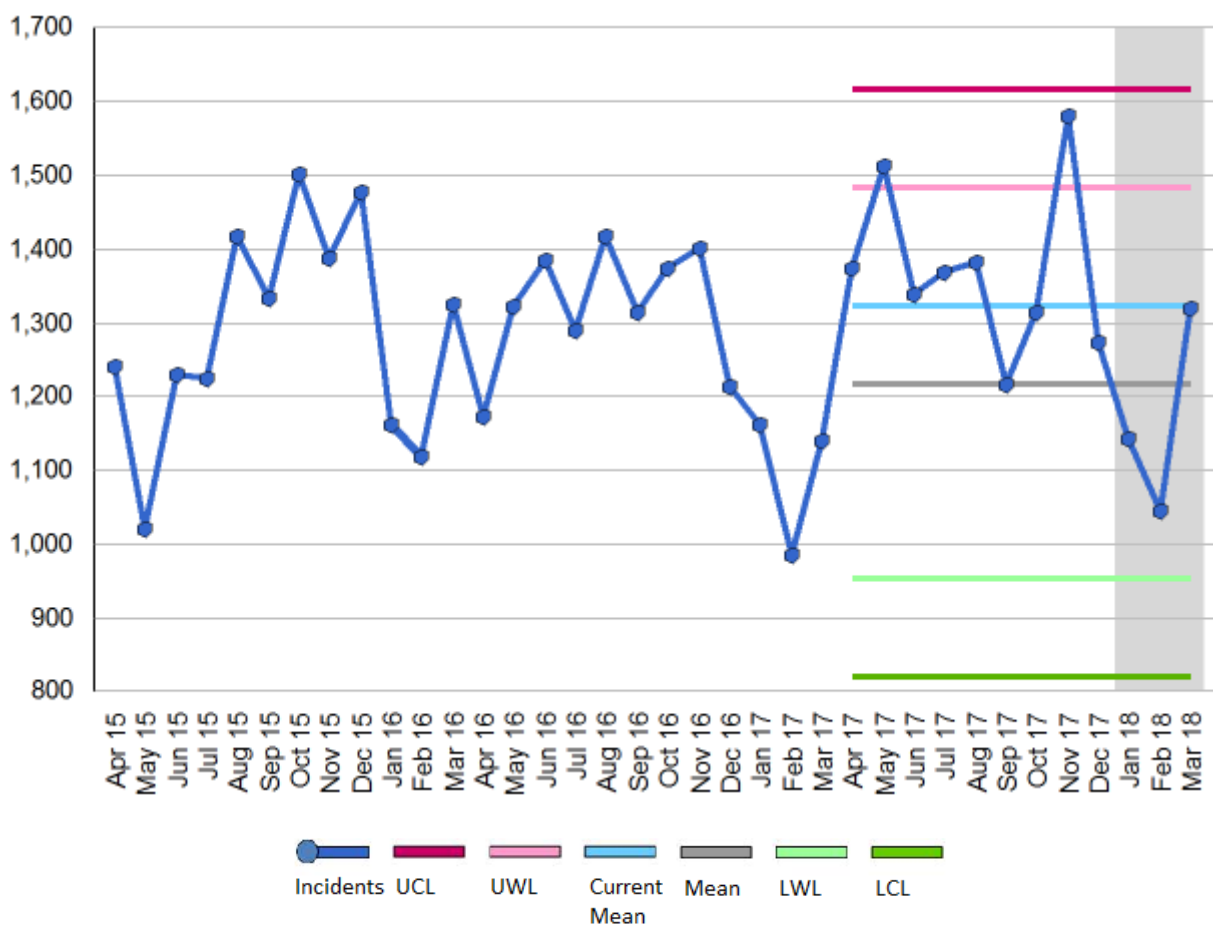
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**1.2 Overall Activity**

The number of incidents that LFRS attend with one or more pumping appliances. Includes fires, special service calls and false alarms.

Quarter four activity 3501, previous year quarter four activity 3283, a decrease of 8.91%.

Included within this KPI is a new incident type of 'Gaining Entry'. This is where we have attended on behalf of the North West Ambulance Service. During quarter four we attended on 199 occasions.



1.2 Number of attended incidents	Year to Date	<b>2017/18 Quarter 4</b>	<i>Previous year to Date</i>	<i>2016/17 Quarter 4</i>
	15841	<b>3501</b>	15157	3283

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

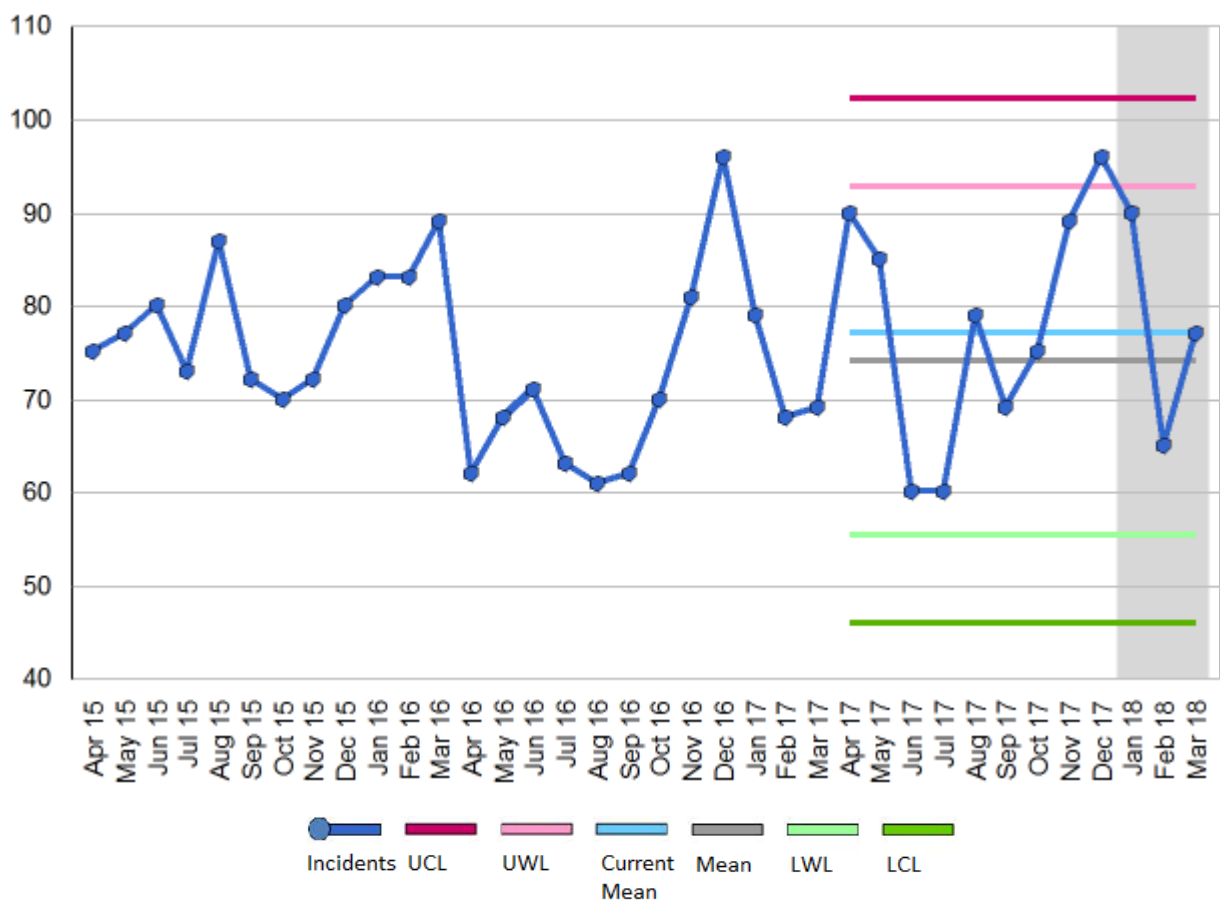
Current Mean	3 year Mean	Monthly Mean		
		2016/17	2015/16	2014/15
1320	1217	1263	1286	1102

**1.3 Accidental Dwelling Fires**

The number of primary fires where a dwelling has been affected and the cause of fire has been recorded as 'Accidental' or 'Not known'.

A primary fire is one involving property (excluding derelict property) or any fires involving casualties, rescues, or any fire attended by five or more appliances. An appliance is counted if either the appliance, equipment from it or personnel riding on it, were used to fight the fire.

Quarter four activity 232, previous year quarter four activity 216, an increase of 7%.



1.3 Accidental Dwelling Fires	Year to Date	<b>2017/18 Quarter 4</b>	Previous year to Date	2016/17 Quarter 4
		935	232	850

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Monthly Mean		
		2016/17	2015/16	2014/15
77	74	70	78	74

### 1.3.1 ADF - Extent of Damage

ADF criteria as 1.3. Extent of fire and heat damage is limited to: Item ignited first, Limited to room of origin, Limited to floor of origin and Spread beyond floor of origin.

\*The ADF activity count is limited to only those ADF's which had an extent of damage shown above.

An improvement is shown if the total percentage of 'Item first ignited' and 'Room of origin' is greater than the comparable quarter of the previous year.

Percentage of accidental dwelling fires limited to item 1<sup>st</sup> ignited in quarter four 24%, quarter four of previous year 25%. Percentage limited to room of origin in quarter four 62% quarter four previous year 59%, limited to floor of origin in quarter four 8%, quarter four previous year 9% and spread beyond floor 6%, previous year 7%.

	2017/18					↑/↓	2016/17			
	*ADF activity	Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin	Progress	Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin
Quarter 1	178	23%	59%	11%	7%	↔	19%	63%	13%	6%
Quarter 2	149	23%	61%	7%	9%	↓	22%	65%	10%	3%
Quarter 3	192	20%	69%	5%	6%	↔	23%	67%	8%	3%
Quarter 4	176	24%	62%	8%	6%	↑	25%	59%	9%	7%

### 1.3.2 ADF - Number of Incidents Where Occupants have Received a HFSC

ADF criteria as 1.3. The HFSC must be a completed job (i.e. not a refusal) carried out by LFRS personnel or partner agency. The HFSC must have been carried out within 12 months prior of the fire occurring.

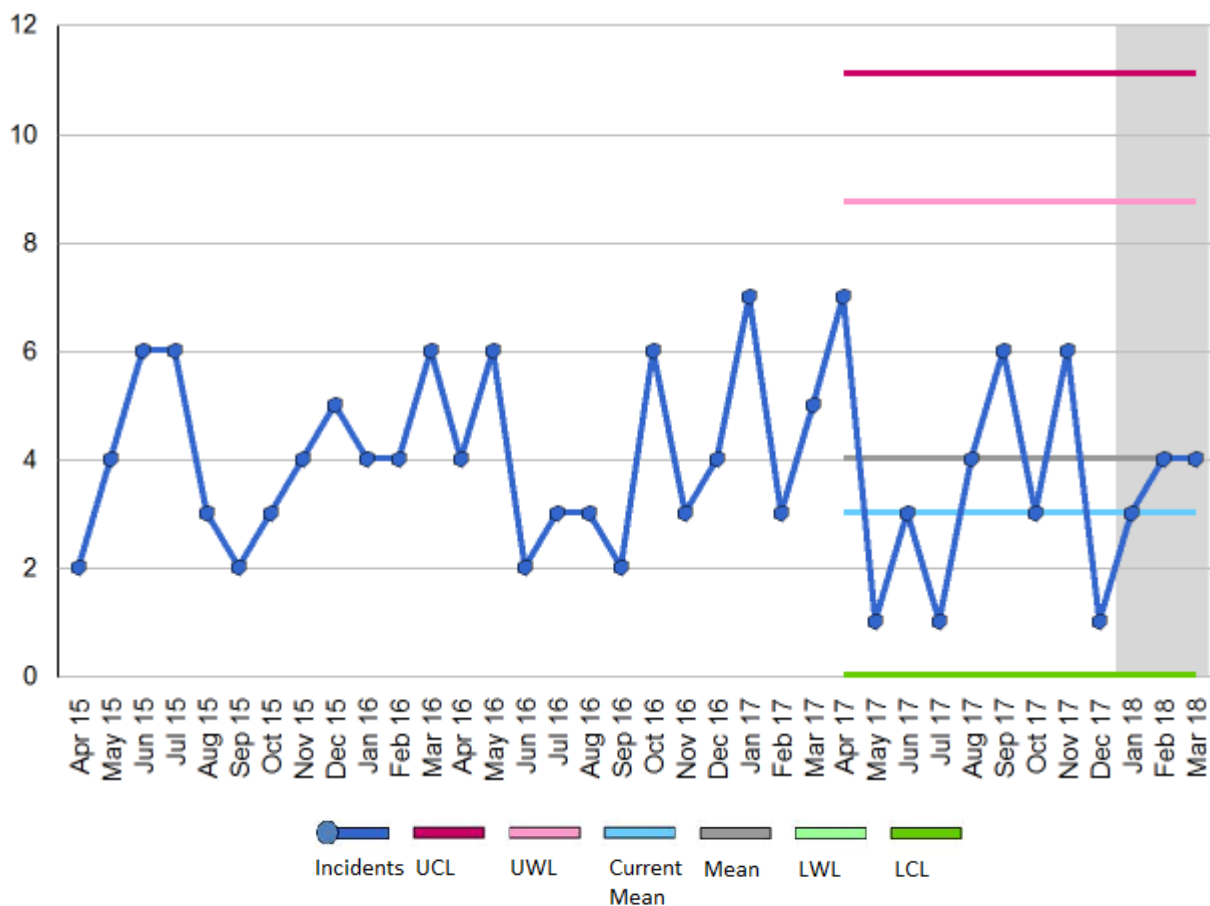
	2017/18		2016/17	
	ADF's with previous HFSC	% of ADF's with previous HFSC	ADF's with previous HFSC	% of ADF's with previous HFSC
Quarter 1	15	6%	15	7%
Quarter 2	20	10%	13	7%
Quarter 3	15	6%	20	8%
Quarter 4	18	8%	21	10%

Analysis: Of the 18 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, seven had 'Heat and smoke damage only', four resulted in damage 'Limited to item first ignited', six 'limited to room of origin' and one to 'Limited to floor of origin'.

### 1.4 Accidental Dwelling Fire Casualties

ADF criteria as 1.3. The number of fire related fatalities, slight and serious injuries. A slight injury is defined as; a person attending hospital as an outpatient (not precautionary check). A serious injury is defined as; at least an overnight stay in hospital as an in-patient.

Four fatalities occurred during quarter four. One casualty is recorded as serious and 6 slight. Quarter four of the previous year recorded 3 fatalities, 5 serious and 7 slight.



Casualty Status	Year to Date	2017/18 Quarter 4	Previous year to Date	2016/17 Quarter 4
Fatal	6	4	3	3
Victim went to hospital, injuries appear Serious	7	1	16	5
Victim went to hospital, injuries appear Slight	30	6	29	7
Total	43	11	48	15

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

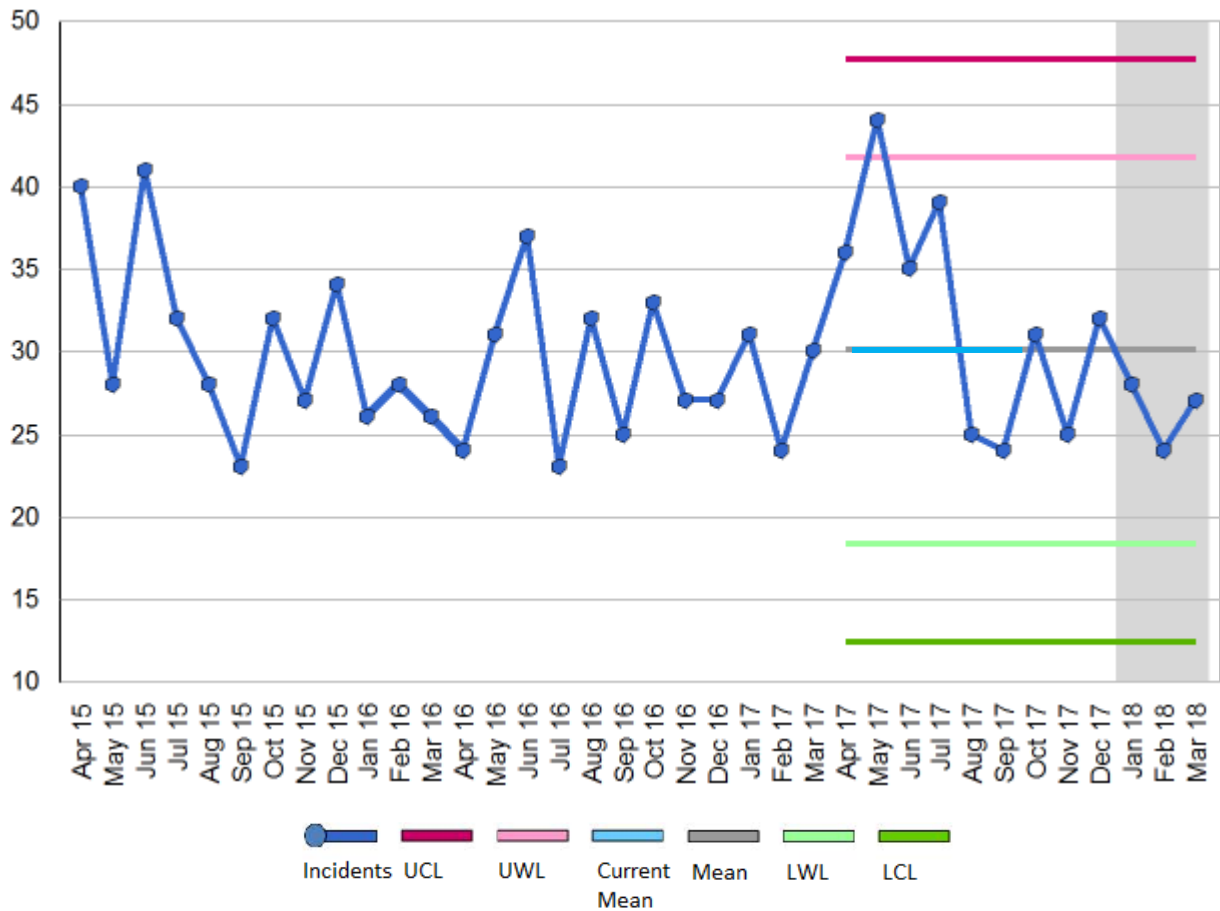
Current Mean	3 year Mean	Monthly Mean		
		2016/17	2015/16	2014/15
3	4	4	4	5



**1.5 Accidental Building Fires (Non Dwellings)**

Primary fire criteria as 1.3. The number of primary fires where; the property type is 'Building' and the property sub type does not equal 'Dwelling' and the cause of fire has been recorded as 'Accidental' or 'Not known'.

Number of accidental building fires quarter four activity 79, previous year quarter four activity 85.



1.5 Accidental Building Fires	Year to Date	<b>2017/18 Quarter 4</b>	<i>Previous year to Date</i>	<i>2016/17 Quarter 4</i>
	370	<b>79</b>	<i>344</i>	<i>85</i>

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

<b>Current Mean</b>	<b>3 year Mean</b>	<b>Monthly Mean</b>		
		<b>2016/17</b>	<b>2015/16</b>	<b>2014/15</b>
30	30	28	30	32

**1.5.1 ABF (Non Dwellings) - Extent of Damage**

ABF criteria as 1.5. Extent of fire and heat damage is limited to: Item ignited first, Limited to room of origin, Limited to floor of origin and Spread beyond floor of origin.

\*The ABF activity count is limited to only those ABF's which had an extent of damage shown above.

An improvement is shown if the total percentage of 'Item first ignited' and 'Room of origin' is greater than the comparable quarter of the previous year.

Percentage of accidental building fires limited to item 1<sup>st</sup> ignited in quarter four 21%, quarter four of previous year 23%. Percentage limited to room of origin in quarter four 40%, quarter four previous year 36%, limited to floor of origin in quarter four 13%, quarter four previous year 15% and spread beyond floor 27%, previous year 26%.

	*ABF activity	2017/18				↑/↓ Progress	2016/17			
		Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin		Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin
Quarter 1	95	18%	30%	13%	39%	↔	11%	41%	17%	31%
Quarter 2	65	31%	34%	12%	23%	↑	6%	52%	13%	29%
Quarter 3	71	20%	42%	15%	23%	↓	14%	51%	15%	21%
Quarter 4	63	21%	40%	13%	27%	↑	23%	36%	15%	26%

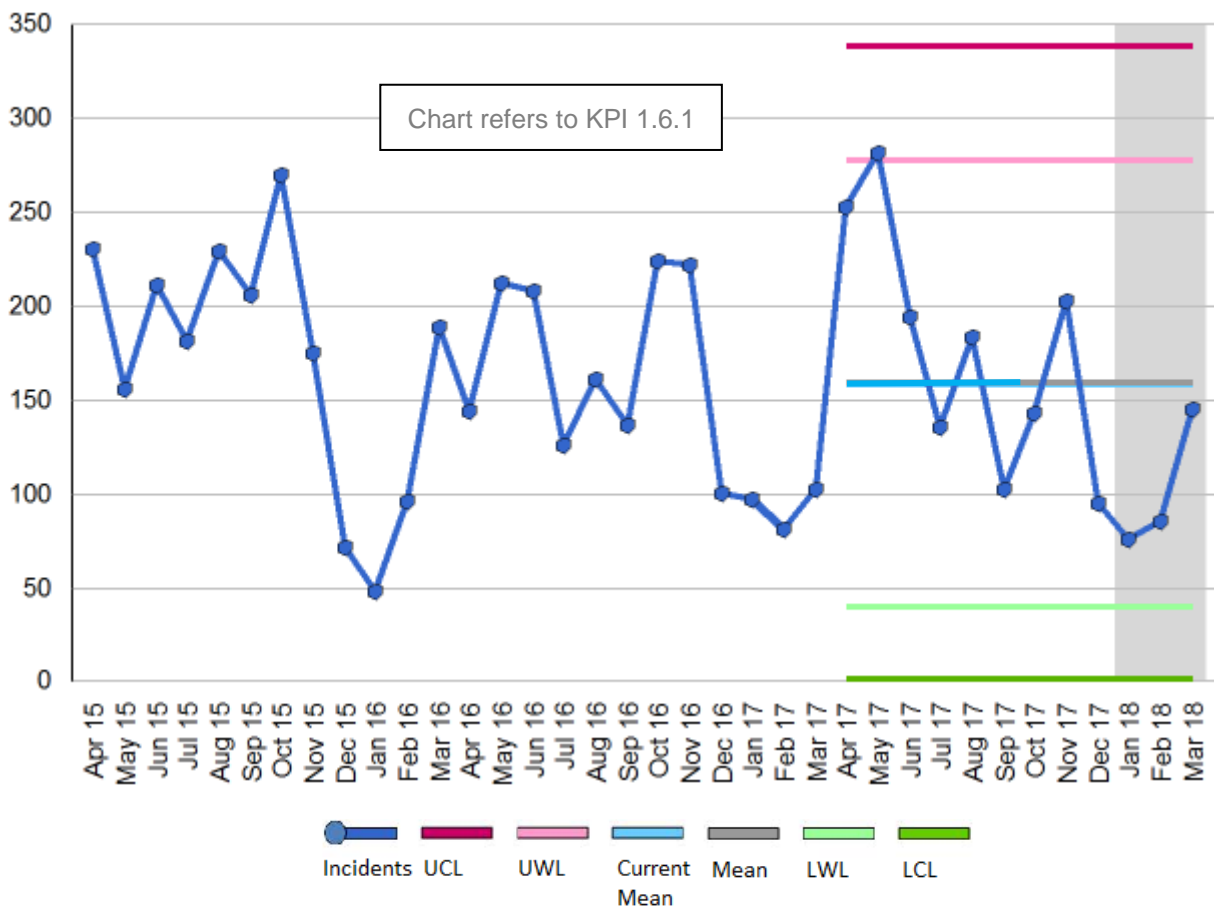
**1.6 Deliberate Fires**

The number of primary and secondary fires where; the cause of fire has been recorded as 'Deliberate'. Secondary fires are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or 5 or more appliances attend. Includes fires in single derelict buildings.

**1.6.1 Deliberate fires (ASB) quarter four activity 305, previous year quarter four activity 280.**

**1.6.2 Deliberate fires (Dwellings) quarter four activity 28, previous year quarter four activity 29.**

**1.6.3 Deliberate fires (Non dwellings) quarter four activity 23, previous year quarter four activity 29.**



Deliberate Fire Type	Year to Date	2017/18 Quarter 4	Previous year to Date	2016/17 Quarter 4
1.6.1 Deliberate Fires - ASB	1890	305	1811	280
1.6.2 Deliberate Fires - Dwellings	107	28	113	29
1.6.3 Deliberate Fires - Non Dwellings	142	23	146	29

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.	<b>Current Mean</b>	<b>3 year Mean</b>	<b>Monthly Mean</b>		
			<b>2016/17</b>	<b>2015/16</b>	<b>2014/15</b>
	157	158	150	171	152

## 1.7 Home Fire Safety Checks

*The percentage of completed HFSC's, excluding refusals, carried out by LFRS personnel or partner agencies where the risk score has been determined to be high.*

*An improvement is shown if:*

- 1) *the total number of HFSC's completed is greater than the comparable quarter of the previous year and,*
- 2) *the percentage of high HFSC outcomes is greater than the comparable quarter of the previous year.*

**Count of HFSC's in quarter four 2017/18, percentage of high risk HFSC outcomes in quarter four 71%.  
 Count of HFSC's in quarter four of the previous year 2937, percentage high risk 72%.**

	2017/18		↑/↓	2016/17	
	<b>HFSC completed</b>	<b>% of High HFSC outcomes</b>	<b>Progress</b>	<b>HFSC completed</b>	<b>% of High HFSC outcomes</b>
Quarter 1	3110	68%	↓	1931	79%
Quarter 2	3241	72%	↓	2556	75%
Quarter 3	2624	68%	↓	3030	74%
Quarter 4	2979	71%	↓	2937	72%

## 1.8 Road Safety Education Evaluation

*The percentage of participants of the Wasted Lives and RoadSense education packages that show a positive change to less risky behaviour following the programme. This is based on comparing the overall responses to an evaluation question pre and post-delivery of the course.*

*An improvement is shown if the percentage positive influence on participants behaviour is greater than the comparable quarter of the previous year.*

The 'Safe Drive Stay Alive' programme has seen by 2,273 students during quarter 4. The 'Crashed cars' shown at events, have been seen by approximately 8,341 people to date.

**There was a total of 6,290 participants during quarter 4, with a percentage of positive influence<sup>[1]</sup> on participant's behaviour for the current year to date of 85%.**

	2017/18 (Cumulative)		↑/↓	2016/17 (Cumulative)	
	Total participants	% positive influence on participants behaviour	Progress	Total participants	% positive influence on participants behaviour
Quarter 1	1441	85%	↓	1832	87%
Quarter 2	2259	85%	↔	2847	85%
Quarter 3	3938	85%	↔	6398	85%
Quarter 4	10228	85%	↔	8733	85%

<sup>[1]</sup> From a sample

### 1.9.1 Fire Safety Enforcement - Known Risk

The percentage of premises that have had a Fire Safety Audit (as recorded in the CFRMIS system to date), as a percentage of the number of all known premises (as recorded in the Address Base Premium Gazetteer) in Lancashire to which The Regulatory Reform (Fire Safety) Order 2005 applies.

Total number of premises within system 32532, number of premises audited to date 17960 (55%).

Number of premises	Number of premises audited to date	% of all premises audited to date: 2017/18	% of all premises audited Year end: 2016/17
32532	17960	55%	56%

### 1.9.2 Fire Safety Enforcement - Risk Reduction

The percentage of Fire Safety Audits carried out within the period resulting in enforcement action. Enforcement action is defined as one or more of the following; notification of deficiencies, action plan, enforcement notice, alterations notice or prohibition notice.

An improvement is shown if the 'Satisfactory Audits' percentage is greater than the comparable quarter of the previous year.

**Satisfactory audits in quarter four 18%, previous year quarter four 29%**

**Requiring formal activity in quarter four 5%, previous year quarter four 8%**

**Requiring informal activity in quarter four 74%, previous year quarter four 61%**

	2017/18			↑/↓ Progress	2016/17		
	Satisfactory audits	Requiring formal activity	Requiring informal activity		Satisfactory audits	Requiring formal activity	Requiring informal activity
Quarter 1	26%	8%	64%	↓	27%	9%	59%
Quarter 2	26%	10%	65%	↓	31%	9%	60%
Quarter 3	26%	5%	67%	↓	26%	9%	63%
Quarter 4	18%	5%	74%	↓	29%	8%	61%

**2.1.1 Lancashire Emergency Response Standards - Critical Fires - 1<sup>st</sup> Fire Engine Attendance**

Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 1.1) and subsequent risk grade of the Super Output Area (SOA) in which the fire occurred.

The response standards include call handling and fire engine response time for the first fire engine attending a critical fire, and are as follows:

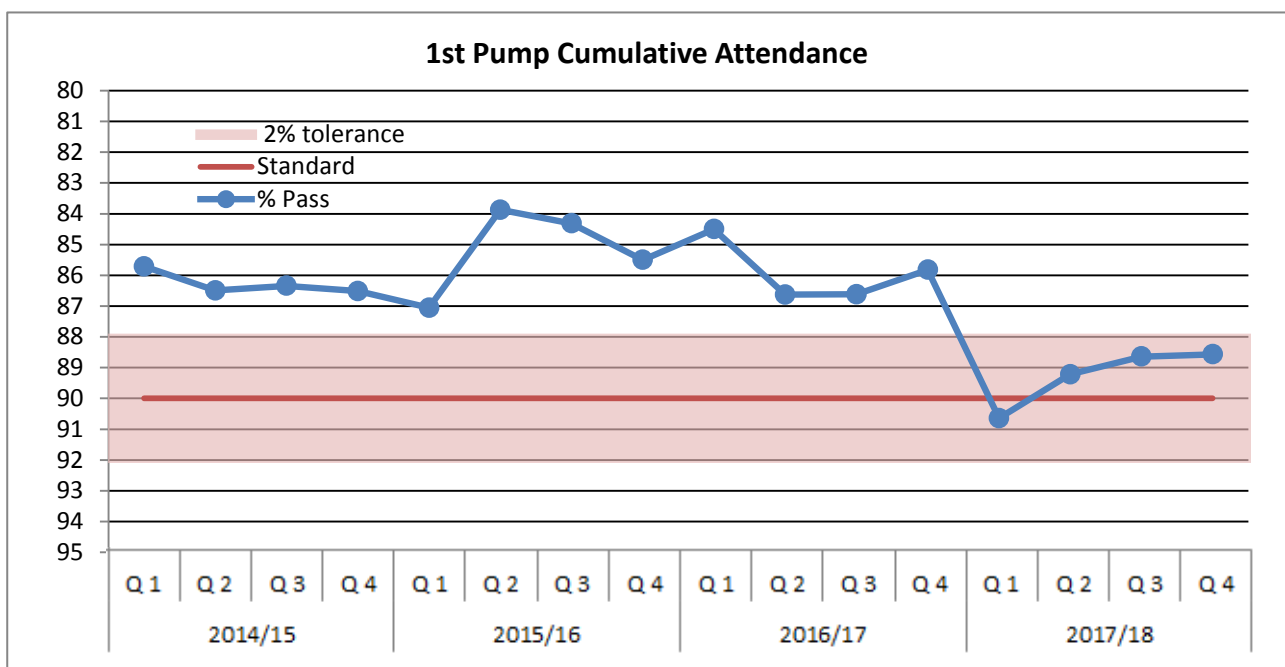
- Very high risk area = 6 minutes
- High risk area = 8 minutes
- Medium risk area = 10 minutes
- Low risk area = 12 minutes

We have achieved our standard when the time between the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident is less than the relevant response standard.

**Standard: 90% of occasions.**

**Quarter four 1<sup>st</sup> pump response 88.32%, previous year quarter four 83.38%.**

1 <sup>st</sup> pump cumulative attendance standard	Year to Date	2017/18 Quarter 4	Previous year to Date	2016/17 Quarter 4
	<b>88.57%</b>	88.32%	85.82%	83.38%



**2.1.2 Lancashire Emergency Response Standards - Critical Fires - 2<sup>nd</sup> Fire Engine Attendance**

Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 1.1) and subsequent risk grade of the Super Output Area (SOA) in which the fire occurred.

The response standards include call handling and fire engine response time for the second fire engine attending a critical fire, and are as follows:

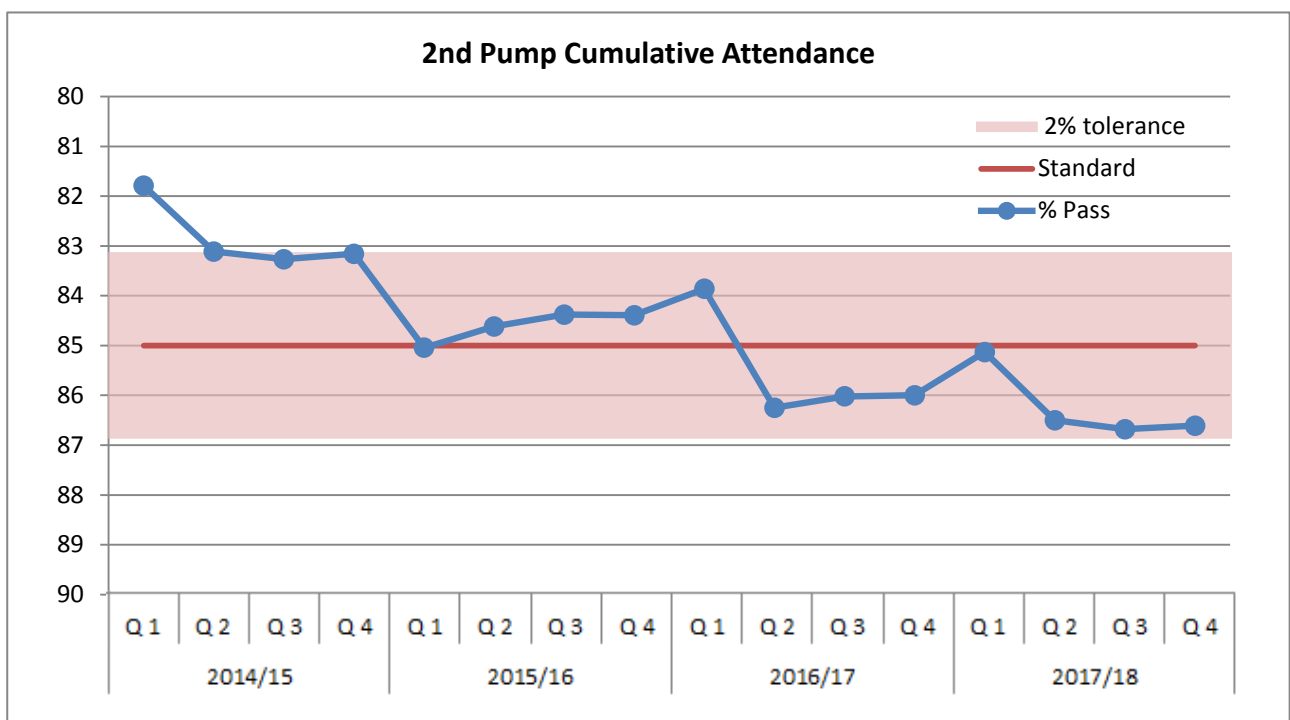
- Very high risk area = 9 minutes
- High risk area = 11 minutes
- Medium risk area = 13 minutes
- Low risk area = 15 minutes

We have achieved our standard when the time between the 'Time of Call' and 'Time in Attendance' of second fire engine arriving at the incident is less than the relevant response standard.

**Standard: 85% of occasions.**

**Quarter four 2<sup>nd</sup> pump response 86.36%, previous year quarter four 86.00%.**

2 <sup>nd</sup> pump cumulative attendance standard	Year to Date	2017/18 Quarter 4	Previous year to Date	2016/17 Quarter 4
	<b>86.61%</b>	86.36%	86.00%	85.95%





**2.3 Fire Engine Availability - Wholetime, Day Crewing and Day Crewing Plus**

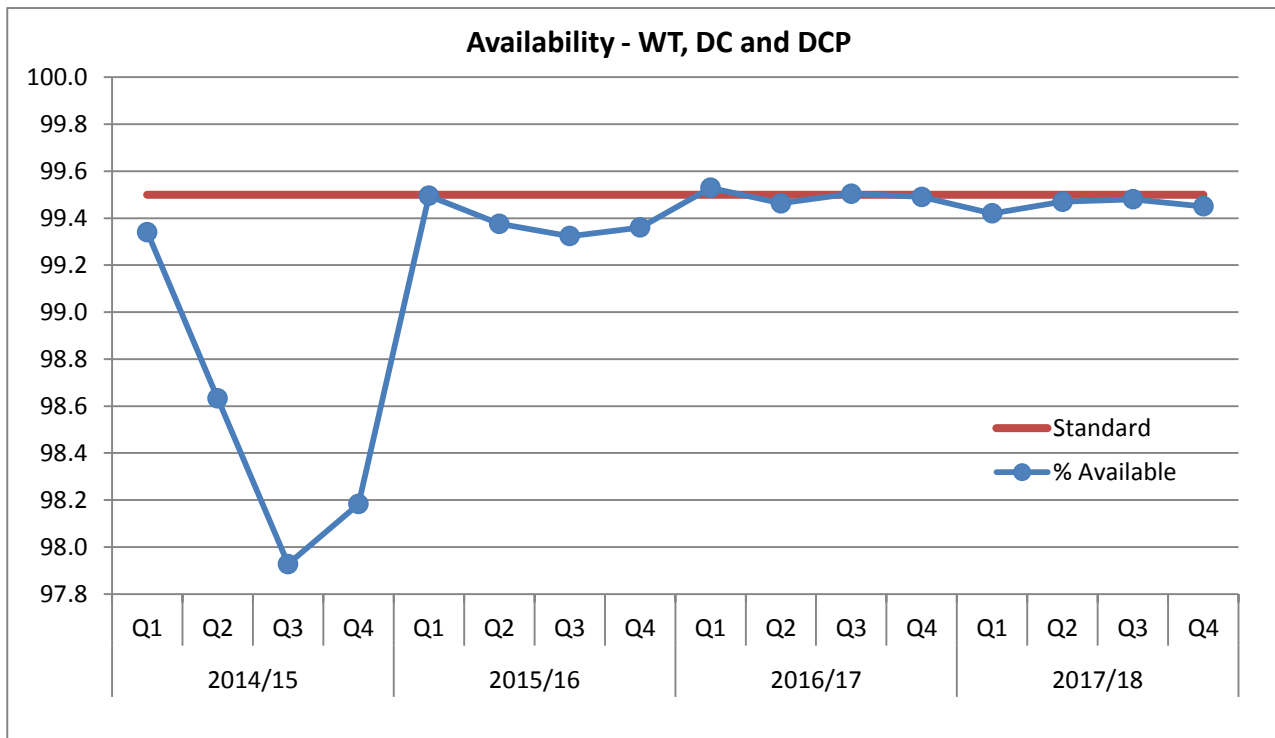
This indicator measures the availability of fire engines that are crewed by wholetime, day crewing and day crewing plus shifts. It is measured as the percentage of time a fire engine is available to respond compared to the total time in the period.

Fire engines are designated as unavailable for the following reasons:

- Mechanical
- Crew deficient
- Engineer working on station
- Alternate crew
- Appliance change over
- Debrief
- Lack of equipment
- Miscellaneous
- Unavailable
- Welfare

**Standard: Above 99.5%**

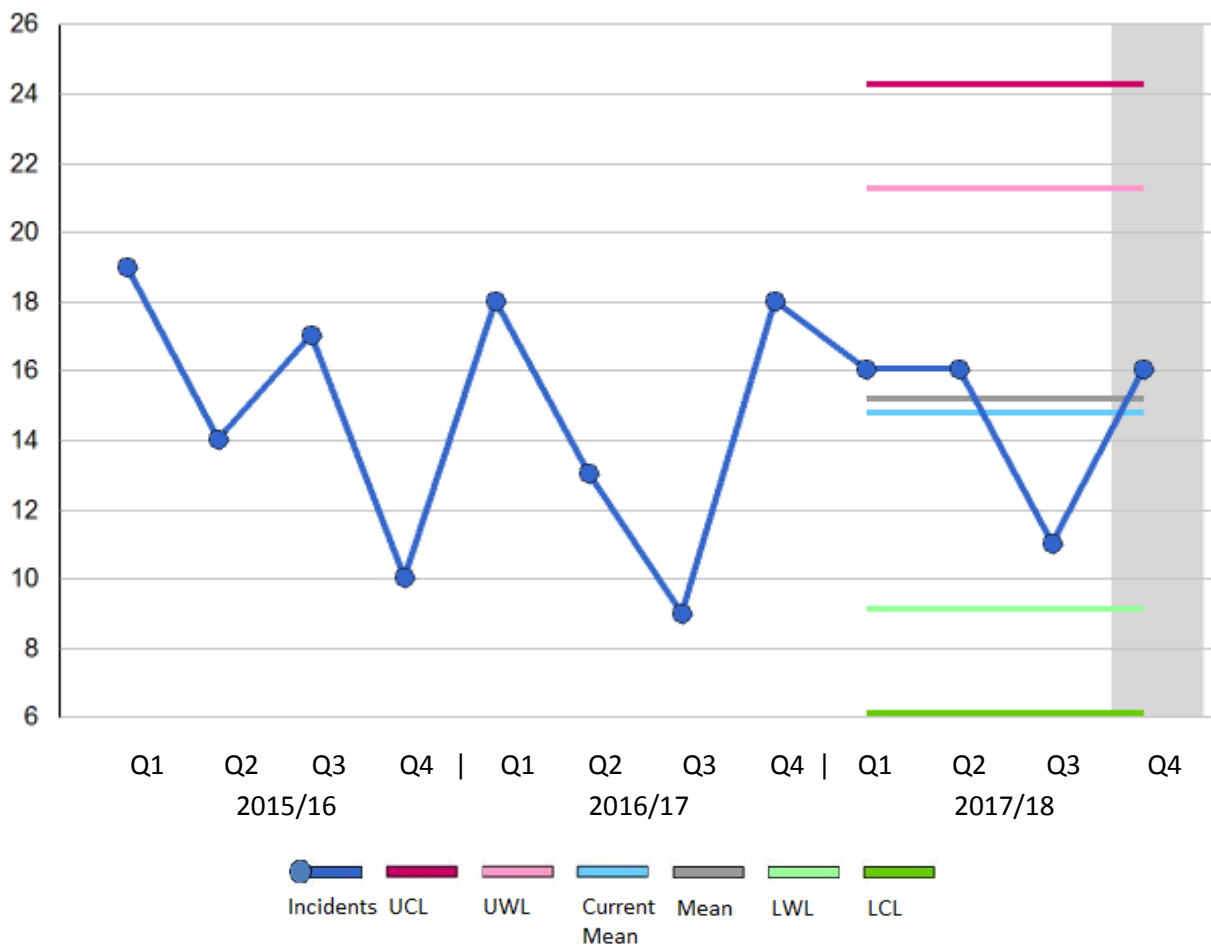
**Quarter four availability 99.45%, previous year quarter four 99.49%.**



## 2.5 Staff Accidents

An improvement is shown if the average number of staff accidents per quarter is lower than the mean of the previous three years.

Number of staff accidents in quarter four 16. Previous year quarter four 18.



Total number of staff accidents	Year to Date	2017/18 Quarter 4	Previous year to date	2016/17 Quarter 4
		59	16	58

The grey line on the XmR chart denotes the mean quarterly activity over the previous 3 years and the pale blue line the current

Current Mean	3 year Mean	Quarterly Mean		
		2016/17	2015/16	2014/15
15	15	15	15	16

### 3.1 Progress Against Savings Programme

*The total cumulative value of the savings delivered to date compared to the year's standard and the total.*

**Budget to end of quarter four £53.9 million. The spend for the period is £53.9 million.**

As a public service we are committed to providing a value for money service to the community and it is important that once a budget has been agreed and set, our spending remains within this.

*The annual budget for 2017/18 was set at £53.9 million. The spend for the year is currently £53.9 million, although the closure of the accounts process during May (including year-end accounting adjustments in respect of items such as provisions and reserves transfers and capital accounting) has yet to be finalised. Following completion of the year end process, this is expected to result in a broadly break even position, which will be reported to Resources Committee in May.*

Variance: 

0.00%
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**3.2 Overall User Satisfaction**

*The percentage of people who were satisfied with the service received as a percentage of the total number of people surveyed.*

*People surveyed include those who have experienced an accidental dwelling fire, a commercial fire or a special service incident that we attended.*

*The standard is achieved if the percentage of satisfied responses is greater than the standard.*

**77 people were surveyed in quarter four, 75 responded that they were very or fairly satisfied.**

Question	Total	Number Satisfied	% Satisfied	% Standard	% Variance
Taking everything into account, are you satisfied, dissatisfied, or neither with the service you received from Lancashire Fire and Rescue Service?	1838	1822	99.13%	97.50%	1.67%

There have been 1838 people surveyed since April 2012.

In quarter four of 2017/18 - 77 people were surveyed. 75 responded that they were 'very satisfied' or 'fairly satisfied' with the service they received.

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**Lancashire Fire and Rescue Service**  
**Measuring Progress**  
**Jan 18 - Mar 18**

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## 4.1 Overall Staff Engagement

All staff are asked the same questions in an online survey covering feelings of pride, advocacy, attachment, inspiration and motivation - factors that are understood to be important features shared by staff who are engaged with the organisation. The survey mirrors the questions asked by the Civil Service People Survey.

From these responses: An index score to show the degree to which the response group answers positively to a number of questions about their engagement with LFRS.

This is calculated by attributing a weighting to each of the five possible answers ranging from 0% to 100%, in 25% increments. The percentage scores are then totalled and divided by the number of questions (5). This individual person score is then totalled across the service then divided by the number of respondents.

An improvement is shown if the percentage engagement index is greater than the previous survey.

An engagement index score is derived from the answers given by staff about questions relating to how engaged they feel with the Service.

**A comprehensive survey will be undertaken in the new fiscal year. This will be reported in quarter 1 of 2018/19.**

**Previous results are shown below for information.**

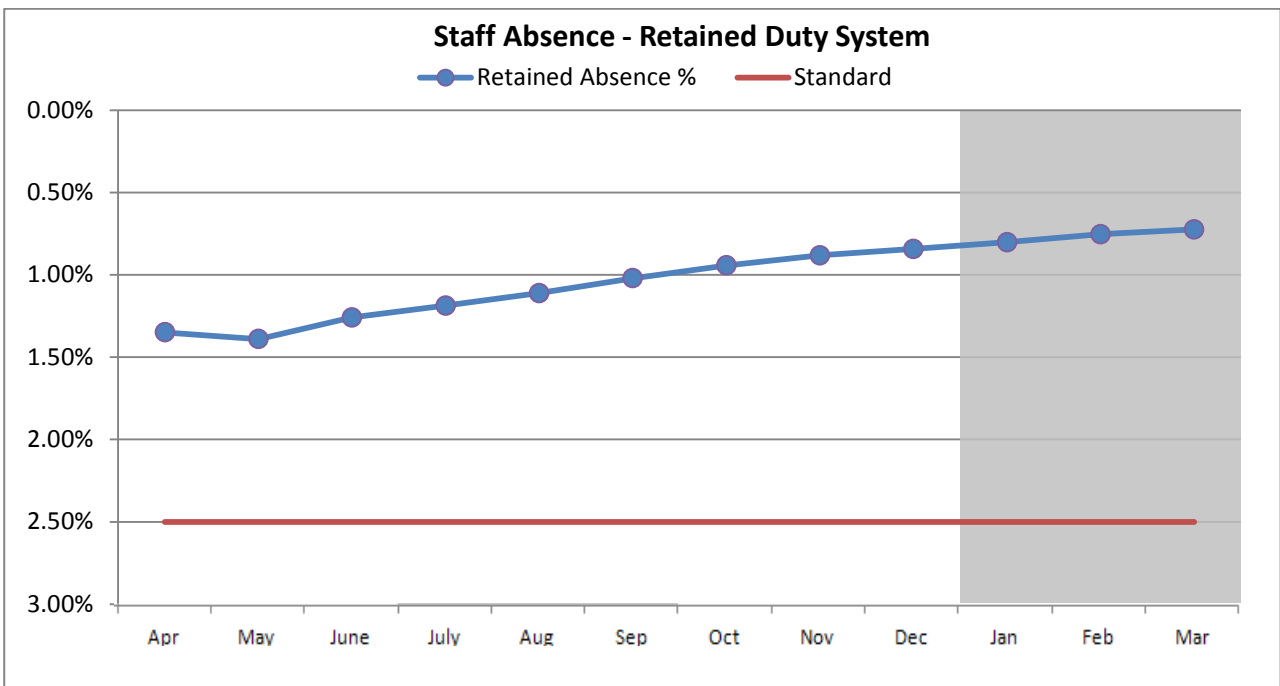
2016/17		
Period	Number of replies	Engagement index
1	220	62%
2	141	64%
3	141	64%

**4.2.2 Staff Absence - Retained Duty System**

The percentage of contracted hours lost due to sickness for all RDS staff. An individual's sickness hours are only counted as absent where they overlap with their contracted hours.

**Cumulative retained absence, as a percentage of available hours of cover at end of quarter four, 0.72%**

**Annual Standard: No more than 2.5% lost as % of available hours of cover.**



Cumulative retained absence (as % of available hours of cover)	0.72%
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Appendix 2

Annual Report on Road Safety Intervention Activity

# Annual Report

## Road Safety Intervention Activity 2017-2018

### Introduction

Through our Integrated Risk Management Plan 2017-2022 (IRMP), prevention and protection services and our structure for delivery were reviewed over the course of the last IRMP to ensure that we are delivering appropriate services in line with our changing operating environment. As a result we have changed our working practices with a strategic focus on the quality of the services that we deliver. These services are delivered around four key themes: helping people to start safe, live safe; age safe **and be safe on our roads** with a focus on working collaboratively with other organisations.

To ensure constant improvement in all parts of our prevention priority, the Service has dedicated thematic groups which review current practice and results.

### Thematic Road Safety Group.

During 2017 the Thematic Road Safety Group became well established and chaired by Group Manager Crook, meeting every 2 months. GM Mal Dewhurst is currently holding chair whilst GM Tony Crook is seconded to HMI.

Terms of reference have been developed alongside a priority work programme which supports the Lancashire Road Safety Partnership 'Towards Zero' strategy as described below.

The Terms of Reference are very clear and the group comprises of both Service Delivery and Service Support staff. One of the ambitions is to improve communication between strategic and practitioner levels. Also to send clear messages out to areas with key road safety priorities.

### Lancashire Road Safety Partnership (Formally LPfRS)

Lancashire Fire and Rescue continue to be a pro-active member of LRSP and have representatives at both Executive and operational group level. The partners are working very closely with each other and utilising the partnership strategy – 'Towards Zero' Lancashire: Road Safety Strategy for Lancashire, 2016 – 2026', in an attempt to reduce those killed or seriously injured on our roads in Lancashire.

In 2016, the Partnership agreed to develop two new posts i) A Road Safety Analyst – Andrew Wright hosted by Lancashire Constabulary and ii) A Road Safety Co-ordinator, Rhiannon Leeds – hosted by LFRS. The Road Safety Co-ordinator post will align all partnership action plans and priorities and ensure the partnerships road safety activities effectiveness. Action plans will be monitored and evaluated to ensure outcomes are examined with recommendations made and implemented. The Road Safety Analyst has recently produced some road safety reports that focus on the risks not only throughout Lancashire but actual risks within each district. The report is intended as a tool for better directing resources into reducing road traffic



collisions of all severities across all of Lancashire's fourteen council districts and unitary authorities, whilst combating the criminal use of the wider road network. The report also supports the delivery of the partnership road safety strategy; 'Towards Zero'; Lancashire, 2016-2026.

### **LFRS Road Safety Thematic Group Priorities 2016-2018 programme.**

1. Develop new road safe primary school package for year 6 (re-development of child safe plus) – modernise, rename and provide easier access for delivery.
2. Develop and promote delivery of wasted Lives for year 11/ 10.
3. Safe drive stay alive expansion/development.
4. Develop virtual library for road safe prevention.
5. Review the Biker Down trial and consider for expansion.
6. Support delivery of cycle safety education by LFRS.
7. Review area community road safety partnership groups in conjunction with the LRSP coordinator.

#### **1. Road Sense. (Formally Road Safety education to Key Stage 2 (Year 6) Child safe Plus)**

Road sense is the new name given to the road safety education programme that replaced Child Safe Plus from September 2017. Road sense has replaced the Child Safe Fire Safety sessions delivered to every primary school each year with the fire safety session being moved to year 7 in all secondary schools. A trial is currently being undertaken.

The programme focuses on three key road safety themes:-

- In Car Safety;
- Pedestrian Safety;
- Cycle Safety.

As with the Wasted Lives programme the evaluation is captured using a post-delivery questionnaires given to teachers in an attempt to influence behaviour and change attitudes. The package has been written to align with OFSTED inspections to evidence the positive impact an external organisation has on its pupils.

This initiative is an extension to our existing Child Safe programme so has little impact on schools in terms of additional time or scheduling. By the same token, it has low impact on LFRS resources yet ensures all children in Lancashire receive Road Safety education. This fits in with the LRSP delivery plan aged 0-100 years.

In September 2017 Road Sense delivery became mandatory and in the financial year 2017-2018 LFRS delivered Road Sense to 7148 pupils in year 6 classrooms throughout Lancashire, Blackpool and Blackburn with Darwen. This figure should increase in 2018-2019 due to Road sense replacing the fire safety session's currently delivered in all primary schools pan Lancashire.

## **2. 'Wasted Lives' Young Driver Road Safety Education Programme**

LFRS heavily support the delivery of a road safety education programme titled Wasted Lives. The programme is aimed at young and pre-drivers and aims to influence behaviour and change attitudes either as a driver or a passenger, thereby reducing risk to this specific group and to other road users.

By actively engaging with this age group (15 – 25 year olds) Wasted Lives aims to maximise the opportunities for people to evaluate and reflect on their own attitudes and behaviour behind the wheel and as a passenger and promote real and lasting changes in how each participant behaves in a car.

Since the introduction of Wasted Lives in 2010, LFRS has delivered road safety education to over 100,000 young people throughout Lancashire, Blackpool and Blackburn with Darwen. For the period 2017–2018 LFRS has delivered the programme to 2,524 young people.

From this year we will focus our delivery of Wasted Lives to year 10/11 students as pre-drivers and those employed as apprentices. The 17-25 year olds will receive road safety education by attending a Safe Drive Stay Alive presentation. Although it was expected that the numbers would fall due to SDSA replacing the input offered to colleges, there is concern about consistency of recording sessions using the CFRMIS Q codes.

As Wasted Lives is the only recognised road safety education programme delivered to young people within this age group, it is considered that it has played a positive role in the reduction of those killed or seriously injured over the last 7 years.

Each Fire Station and Community Fire Safety Team has a Road Safety Reference Holder who is trained to deliver the programme. Typically, delivery takes place either within a secondary school setting (Year 10 / 11– Pre Driver) or to 17-25 year olds in other settings such as the workplace. The programme can be subject to evaluation through a pre and post questionnaire with a further follow up where possible three months after the programme is delivered. The results of the evaluation can then be utilised by Head Teachers as part of any OFSTED inspection demonstrating the positive influence LFRS have had on the young people, as an external organisation visiting the school.

Evaluation is taken across four key areas: 1) driver behaviour 2) speed 3) seatbelts 4) drink/drugs.

Evaluation feedback overall suggests that the input has positively changed both behaviour and attitudes in 85% of cases.

## **3. Safe Drive Stay Alive**

Safe Drive Stay Alive is a road safety initiative where the audiences hear real life stories from the emergency services and families who have all been affected by road traffic collisions.

The speakers have all come forward to share their emotional experiences in a bid to reduce the number of young people killed or seriously injured on Lancashire's roads.

Safe Drive Stay Alive is emotional and encourages reflection.

The sessions aim to encourage students to improve their attitudes towards risk taking behaviour on the roads.

Ideally, delivery is carried out in a theatre setting where audiences are bused in from 6<sup>th</sup> form schools and 1<sup>st</sup> year students from Further Education Colleges. To date 20,470 students have seen this hard hitting educational programme. In 2017-2018 6,582 students attended from various sixth form schools and colleges around the county, this was a massive increase from the previous year.

Both Wasted Lives and SDSA are supported by the use of two crashed cars that are towed to venues, so that students can see first-hand the results of driving at speed under the influence of either alcohol or drugs. To date over 300,000 young people have received the education using the crashed cars.

#### **4. Virtual Library**

This is ongoing work not only at local level but national level through CFOA. The Road Safety Observatory is a national online one stop shop for all road safety professionals. It contains all the tools someone working within the road safety arena could need, from interventions and statistics to all current road safety information. Currently staff can access all Road Sense resources through the VL.

#### **5. Biker Down**

Biker Down is a course that is aimed at motorcyclists of all ages and experience. The free course offers people the chance to learn practical skills to help avoid being involved in a crash, as well as essential first-aid training and advice on what to do should they find themselves first on the scene of a crash where someone is injured.

If you were the first on the scene of a collision involving a biker, would you know what to do? Would you know who most at risk is, how to protect the area or whether you should remove the helmet of a downed rider? Actions taken in the first few moments after an incident can be crucial in minimising injuries and can make a real difference to the lives of those involved.

Cheshire Fire and Rescue Service delivered a Biker Down course for LFERS at Chorley Community Fire Station and the plan for this summer is to run 6 sessions across the county utilising a small cohort of staff who are bikers themselves. An MOU has been signed with Kent FRS who developed the product.

#### **6. Cycle Safety**

Currently Lancashire County Council deliver all cycle safety initiatives throughout the county and are mandated to do so. LCC staff and volunteers are trained to deliver Bikeability which is a government funded scheme delivered in primary schools

countrywide. Some LFRS staff have been trained to deliver a shorter version of the national course which is named “passport to safer cycling”. This programme is currently being refreshed and evaluated and LFRS staff will carry out awareness and education to all road users using resources available via Lancashire Road Safety Partnership utilising the Safe pass scheme.

## **7. Review of area Casualty Reduction Partnerships**

This work is currently ongoing with LFRS taking the lead and chairing the Pennine and Eastern Casualty Reduction Partnership, which takes its lead from the Lancashire Road Safety Partnership. In 2017/2018 The Northern and Western Casualty Reduction Partnership was established. We are currently looking at setting up another group for Southern and Central. This will enable all road safety partners to come together, look at the risks on the roads in each area and more importantly put action plans together in an attempt to reduce those killed or seriously injured on Lancashire’s roads.

## **8. Senior Road Users Workshops**

The Senior Road Users Workshops are a LRSP lead initiative. A trial took place at Fylde Rugby Club and Blackburn Rovers Football Club with both attracting 90 attendees each. The events gives delegates the opportunity to view a market place of exhibitors from local organisations and listen to presentations from Road Safety professionals. It is hoped a further 6 events will take place over the next 12 months.

## **9. Road Safety Week**



Road Safety week last year was 30<sup>th</sup> October – 5<sup>th</sup> November. Both Crews and CFS staff were involved in various activities throughout the week. We borrowed a driving simulator from GMCFRS and along with youth workers from YPS took it out to hotspots where high numbers of ‘boy racers’ congregate. All stations also received ‘Speed Down’ hands which was a campaign to lower speeds outside schools. Staff joined forces with schools and other organisations to stand with pupils with the ‘hands’ to slow drivers down.

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

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